

SANDAG

Audit Committee Agenda

Friday, September 24, 2021
12:30 p.m.

****Teleconference Meeting****

MEETING ANNOUNCEMENT AMIDST COVID-19 PANDEMIC:

The Audit Committee meeting scheduled for Friday, September 24, 2021, will be conducted virtually in accordance with Governor Newsom's State of Emergency declaration regarding the COVID-19 outbreak, Executive Order N-29-20, and the Guidance for Gatherings issued by the California Department of Public Health. Committee members will primarily participate in the meeting virtually, while practicing social distancing, from individual remote locations.

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Public Comments: Persons who wish to address the members on an item to be considered at this meeting, or on non-agendized issues, may email comments to the Clerk at clerkoftheboard@sandag.org (please reference "Friday, September 24, 2021, Audit Committee Meeting," in your subject line and identify the item number(s) to which your comments pertain). Comments received by 4 p.m. on Thursday, September 23, will be provided to members prior to the meeting.

If you desire to provide live verbal comment during the meeting, please join the Zoom meeting by computer or phone and use the "Raise Hand" function to request to provide public comment. On a computer, the "Raise Hand" feature is on the Zoom toolbar. By phone, enter *9 to "Raise Hand" and *6 to unmute. Requests to provide live public comment must be made at the beginning of the relevant item, and no later than the end of any staff presentation on the item. The Clerk will call on members of the public who have timely requested to provide comment by name for those joining via a computer and by the last three digits of for those joining via telephone. All comments received prior to the close of the meeting will be made part of the meeting record. Please note that any available chat feature on the Zoom meeting platform should be used by panelists and attendees solely for procedural or other "housekeeping" matters as comments provided via the chat feature will not be retained as part of the meeting record. All comments to be provided for the record must be made via email or orally per the instructions above.

SANDAG

Welcome to SANDAG. Members of the public may speak to the Audit Committee on any item at the time the Committee is considering the item. Public speakers are limited to three minutes or less per person. The Committee may only take action on any item appearing on the agenda.

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Vision Statement

Pursuing a brighter future for all.

Mission Statement

We are the regional agency that connects people, places, and innovative ideas by implementing solutions with our unique and diverse communities.

Our Commitment to Equity

We hold ourselves accountable to the communities we serve. We acknowledge we have much to learn and much to change; and we firmly uphold equity and inclusion for every person in the San Diego region. This includes historically underserved, systemically marginalized groups impacted by actions and inactions at all levels of our government and society.

We have an obligation to eliminate disparities and ensure that safe, healthy, accessible, and inclusive opportunities are available to everyone. In 2021, SANDAG will develop an equity action plan that will inform how we plan, prioritize, fund, and build projects and programs; frame how we work with our communities; define how we recruit and develop our employees; guide our efforts to conduct unbiased research and interpret data; and set expectations for companies and stakeholders that work with us.

We are committed to creating a San Diego region where every person who visits, works, and lives can thrive.

Audit Committee

Friday, September 24, 2021

Item No.		Action
+1.	<p data-bbox="272 279 662 342">Approval of Meeting Minutes <i>Francesca Webb, SANDAG</i></p> <p data-bbox="272 369 1279 436">The Audit Committee is asked to review and approve the minutes from its July 23, 2021, meeting.</p>	Approve
2.	<p data-bbox="272 485 987 516">Public Comments/Communications/Member Comments</p> <p data-bbox="272 537 1279 814">Public comments under this agenda item will be limited to five public speakers. Members of the public shall have the opportunity to address the Board on any issue within the jurisdiction of SANDAG that is not on this agenda. Public speakers are limited to three minutes or less per person. Board members also may provide information and announcements under this agenda item. If the number of public comments under this agenda item exceeds five, additional public comments will be taken at the end of the agenda. Subjects of previous agenda items may not again be addressed under public comment.</p>	
3.	<p data-bbox="272 863 686 926">Chief Executive Officer's Report <i>Hasan Ikhata, SANDAG</i></p> <p data-bbox="272 961 1157 999">An update on key programs, projects, and agency initiatives will be presented.</p>	Discussion
Reports		
4.	<p data-bbox="272 1094 1222 1157">Update on the Office of the Independent Performance Auditor Activities <i>Mary Khoshmashrab, SANDAG</i></p> <p data-bbox="272 1192 1203 1262">The Independent Performance Auditor will present an update on the Office of the Independent Auditor's activities and other information sharing events.</p>	Discussion
+5.	<p data-bbox="272 1304 1263 1409">Discussion on Procedures that the Audit Committee and Office of the Independent Performance Auditor Agreed Upon; Process in Communicating and Web Posting <i>Mary Khoshmashrab, SANDAG</i></p> <p data-bbox="272 1465 1287 1602">The Office of the Independent Performance Auditor (OIPA) is asked to discuss, familiarize, and address questions regarding procedures that the Audit Committee and the OIPA agreed upon for the communication and web posting process to Audit Committee members.</p>	Discussion

+6. Salaries and Compensation Audit **Information**

A progress report on the Corrective Action Plan that was approved by the Board of Directors in November of 2020, regarding the Salaries and Compensation Audit conducted by OIPA will be provided.

+6A. Salaries and Compensation Audit Action Plan Progress Report

Melissa Coffelt, SANDAG

An update on progress achieved to date regarding the Compensation Audit Action Plan will be presented.

+6B. Salaries and Compensation Audit Corrective Action Plan Reporting Results

Mary Khoshmashrab, SANDAG

The Audit Committee is asked to comment on the progress and testing results of the Corrective Action Plan actions that have been taken this quarter.

+7. Matters to be Communicated in Accordance with Auditing Standards **Information**

Leeanne Wallace, SANDAG; Kathrine Lai, Crowe LLP

An overview of the FY 2021, SANDAG Financial Audit Plan will be presented.

8. Upcoming Meetings **Information**

The next Audit Committee meeting is scheduled for Friday, October 22, 2021, at 12:30 p.m.

9. Adjournment

+ next to an agenda item indicates an attachment

September 24, 2021

July 23, 2021, Audit Committee Meeting Minutes

Chair David Zito (Board Member) called the meeting of the Audit Committee to order at 12:32 p.m.

1. Approval of Meeting Minutes (Approve)

Action: Upon a motion by and a second by, the Audit Committee approved the minutes from its June 25, 2021, meeting.

Action: **Approve**

The Audit Committee is asked to approve the minutes from its July 23, 2021, meeting.

Yes: Chair Zito, Vice Chair Racquel Vasquez (Board Member), Ed Musgrove (Board member), Agnes Wong Nickerson (Public Member), Stewart Halpern (Public Member), and Robert Monson (Public Member).

No: None.

Abstain: None.

Absent: None.

2. Public Comments/Communications/Member Comments

None.

Reports

3. Chief Executive Officer's Report (Discussion)

Chief Executive Officer Hasan Ikhata provided an update on key programs, projects, and agency initiatives.

Action: Discussion only.

4. Update on the Office of the Independent Performance Auditor Activities (Discussion)

Independent Performance Auditor Mary Khoshmashrab provided an update on the Office of the Independent Performance Auditor's (OIPA) activities.

Action: Discussion only.

5. Overview of Data Science and Analytics (DSA); Data and Modeling (DAM); and Research and Program Management (RPM) (Information)

Ray Major, Chief Data and Analytics Officer; Cindy Burke, Director of Research and Program Management; and Pat Landrum, Director of Data and Modeling, provided an overview of their respective department's functions and responsibilities.

Action: Information only.

6. Continued Public Comments

None.

7. Upcoming Meetings (Information)

The next Audit Committee meeting is scheduled for Friday, September 24, 2021, at 12:30 p.m.

8. Adjournment

Chair Zito adjourned the meeting at 2:15 p.m.

Confirmed Attendance at SANDAG Audit Committee Meeting

July 23, 2021

Jurisdiction/Organization	Name	Member/ Alternate	Attended
Board Member	David Zito (Chair)	Primary	Yes
Board Member	Racquel Vasquez (Vice Chair)	Primary	Yes
Board Member	Ed Musgrove	Primary	Yes
Public Member	Robert Monson	Primary	Yes
Public Member	Agnes Wong Nickerson	Primary	Yes
Public Member	Stewart Halpern	Primary	Yes

SANDAG
*Office of the
Independent
Performance Auditor*

AUDIT REPORT DISTRIBUTION PROCESS

Why Have This Conversation

1. New Committee Members
2. Committee Draft Report Review Process has not been codified.
3. A desire to be proactive to prevent past mishaps from reoccurring.

Previously Approved Procedures

The previously approved (7/2020) process for docketing and public posting titled OIPA Procedures for Communication and Website Posting (Attached) works.

However, a step regarding a review or briefing of the draft report to members of the Committee would add value.

Suggested changes to the previously Approved Procedures

Insert: pg. 3

1.7 Member Briefing – Draft Report

At the time the draft report is issued to SANDAG Management for a response, the IPA will brief, on an individual basis, members of the Committee for understanding.

In order to ensure that there are no Brown Act violations, and that the Auditor's Independence is not impaired, at no point will there be joint, or group discussions nor will the draft report findings be removed or materially changed as a result of those discussions.

Further Clarification and Agreement from Audit Committee Members

Proposed Audit Committee Members Post Presentation Process .

1. The AC docketing and public posting will be consistent with the approved OIPA Procedures for Communication and Website Posting, as amended.
2. OIPA will present a summary of funding and recommendations based on the final audit report.
3. Management will have the opportunity to comment and provide a response.
4. After the AC Q&A and discussion, the Committee will vote.

Audit Committee Voting Options regarding OIPA Audit Reports

Proposed vote options for the Committee to consider:

- Accept the report, findings and recommendations and request that Management prepare a Corrective Action Plan (CAP).
- Accept the report and findings but with requested modification to or comment on specific recommendations and request that Management prepare a Corrective Action Plan (CAP).

The outcome of the vote and comments, if any, will be presented to the SANDAG Board of Directors at its next meeting.

in case the vote is not unanimous, those in the minority will be given an opportunity to have included in the report to the Board brief explanation of their dissent.



Procedures for Communicating Office of the Independent Performance Auditor Reports and Website Posting

Purpose

These procedures reflect and document the report writing process, identifies GAGAS standards related to reporting for audits, and documents the Office of the Independent Performance Auditor (OIPA) procedures related to developing and issuing an audit report. The reporting standards for audits relate to the form of the report, contents, and issuance and distribution.

The primary purpose of this publication is to establish protocols for distributing final reports issued by OIPA to the Audit committee, the Board of Directors, and for posting reports to the OIPA's public website.

The secondary purpose of this publication is to establish protocols for providing updates and reporting on ongoing complaints and finalized investigations that resulted from complaints filed by way of the OIPA Fraud, Waste and Abuse website, to the Audit Committee, the Board of Directors, and for posting to the OIPA's public website.

The third and final purpose of this publication is to establish protocols for providing updates and follow-up status reports of Corrective Action Plans (CAP's) resulting from external audits performed on SANDAG programs, staff or contracted services of which SANDAG has responsibility.

1. Background – Understanding the Audit Process and Reporting Standards

- 1.1 Report processing: The report process begins at the end of field work, after auditors have completed all the audit steps in the field work audit program and developed preliminary findings.

Steps for Report Process

Principal Auditor creates document frame/report outline

Report draft meeting is held. Principal Auditor develops draft report

Audit team members review draft report

IPA reviews and approves draft report

Draft audit report is issued to management

Exit Conference is held, and additional considerations may occur, and report adjusted

Final draft report is issued to management

Management submits written response to audit report (mgmt. generally has one week to respond)

Final report is issued with management and Independent Performance Auditor (IPA's) responses.

- 1.2 Reporting Standards and Report Format: Auditing standards require that auditors must issue audit reports communicating the results of each completed audit. The standards provide auditors flexibility in determining reporting format. Auditors should use a form of the audit report that is appropriate for its intended use and is in writing or in some other retrievable form. For example, auditors may present audit reports using electronic media that are retrievable by report users and the audit organization. The users' needs will influence the form of the audit report. Different forms of audit reports include written reports, letters, briefing slides, or other presentation materials. The IPA and Principal Auditors will decide on the most appropriate report format.
- 1.3 Audit Report Purpose: The purposes of audit reports are to (1) communicate the results of audits to those charged with governance, the appropriate officials of the audited entity, and the appropriate oversight officials; (2) make the results less susceptible to misunderstanding; (3) make the results available to the public, as applicable; and (4) facilitate follow-up to determine whether appropriate corrective actions have been taken.
- 1.4 Audit Report Content: Auditors should prepare audit reports that contain (1) the objectives, scope, and methodology of the audit; (2) the audit results, including findings, conclusions, and recommendations, as appropriate; (3) a statement about the auditors' compliance with GAGAS; (4) a summary of the views of responsible officials; and (5) if applicable, the nature of any confidential or sensitive information omitted. The Audit Standards Plan will document compliance with these provisions. The published report should generally include an executive summary, mission statement describing the purpose and authority of the office, title page, table of contents, introductory material, background, findings, recommendations, notes, appendixes, and responses of the Executive Director or SANDAG management.
- 1.5 Reporting Views of Responsible Officials: Audit standards require that we include the views of responsible officials of the audited entity and the corrective actions they plan to take. Providing a draft report with findings for review and comment by responsible officials of the audited entity and others helps the auditors develop a report that is fair, complete, and objective. Obtaining the comments in writing is preferred, but oral comments are acceptable. When auditors receive written comments from the responsible officials, they should include in their report a copy of the officials' written comments, or a summary of the comments received.

Obtaining oral comments may be appropriate when, for example, there is a reporting date critical to meeting a user's needs; auditors have worked closely with the responsible officials throughout the conduct of the work and the parties are familiar with the findings and issues addressed in the draft report; or the auditors do not expect major disagreements with the findings, conclusions, and recommendations in the draft report, or major controversies with regard to issues discussed in the draft report. Auditors should also include in the report an evaluation of the comments, as appropriate.

In cases in which the audited entity provides technical comments in addition to its written or oral comments on the report, auditors may disclose in the report that such comments were received. When the audited entity's comments are inconsistent or in conflict with the findings, conclusions, or recommendations in the draft report, or when planned corrective actions do not adequately address the auditors' recommendations, the auditors should evaluate the validity of the audited entity's comments. If the auditors disagree with the comments, they should explain in the report their reasons for disagreement. Conversely, the auditors should modify their report as necessary if they find the comments valid and supported with sufficient, appropriate evidence.

If the audited entity refuses to provide comments or is unable to provide comments within a reasonable period of time, the auditors may issue the report without receiving comments from the audited entity. In such cases, the auditors should indicate in the report that the audited entity did not provide comments.

1.6 Outside Reporting of matters relating to Fraud, illegal acts, violations of contract provisions and grant agreements: When management fails to act regarding the reporting of fraud, illegal acts, violations of contract provisions and grant agreements, OIPA has an obligation to report to parties outside the audited entity. The standards require outside reporting in the following two circumstances:

1.6.1 When entity management fails to satisfy legal or regulatory requirements to report such information to external parties specified in law or regulation, auditors should first communicate the failure to report such information to those charged with governance. If the audited entity still does not report this information to the specified external parties as soon as practicable after the auditors' communication with those charged with governance, then the auditors should report the information directly to the specified external parties.

1.6.2 When entity management fails to take timely and appropriate steps to respond to known or likely fraud, illegal acts, violations of provisions of contracts or grant agreements, or abuse that (1) is significant to the findings and conclusions, and (2) involves funding received directly or indirectly from a government agency, auditors should first report management's failure to take timely and appropriate steps to those charged with governance. If the audited entity still does not take timely and appropriate steps as soon as practicable after the auditors' communication with those charged with governance, then the auditors should report the entity's failure to take timely and appropriate steps directly to the funding agency.

1.7 Member Briefing – Draft Report:

At the time the draft report is issued to SANDAG Management for a response, the IPA will brief, on an individual basis, members of the Committee for understanding.

In order to ensure that there are no Brown Act violations, and that the Auditor's Independence is not impaired, at no point will there be joint, or group discussions nor will the draft report findings be removed or materially changed as a result of those discussions.

1.8 Report Distribution: Auditing standards require that OIPA distribute audit reports to those charged with governance, to the appropriate officials of the audited entity, and to the appropriate oversight bodies or organizations requiring or arranging for the audits. As appropriate, auditors should also distribute copies of the reports to other officials who have legal oversight authority or who may be responsible for acting on audit findings and recommendations, and to others authorized to receive such reports. Further, all reports will be made available to the public by posting them on the OIPA website link: <https://www.sandag.org/index.asp?fuseaction=oipa.home> except when certain information may be classified or otherwise prohibited from general disclosure.

2. Distribution of Audit Reports

2.1 Audit Committee: Once the audit report is issued as final, the report and responses from both the Executive Directors and the IPA will be ajenized for the Audit Committee meeting immediately following the month the report was finalized. The Audit Committee will be asked to discuss with a possible action to be taken.

2.2 OIPA Public Website: Once the Audit Committee agenda is publicly posted, the IPA will post the finalized report to the OIPA website.

2.3 Board of Directors: Once the final report is discussed at the Audit Committee, the final report will be ajenized for a subsequent, as soon as practical, Board of Directors meeting, subject to the agenda setting authority set for in Board Policy 001. The Audit Committee will determine the action in which they are recommending that the Board of Directors take (consent, discuss with

possible action or informational).

3. Reporting of Fraud, Waste and Abuse Complaints

3.1 Updating the Audit Committee on new and ongoing investigations: The IPA will provide monthly updates, along with other OIPA activity, as part of the "Update on the Office of the Independent Performance Auditor Activities" during the monthly Audit Committee meetings that are publicly held.

3.2 Annual Summary of Fraud, Waste, and Abuse for ongoing and final investigation results: At the first Audit Committee meeting of each fiscal year, the IPA will provide a report summarizing the prior fiscal year's open, ongoing and closed complaints filed with the OIPA. The summary will include the general nature of each complaint, the final determination if the investigation has been completed (founded or unfounded), and the IPA recommendation.

3.3 Report distribution of finalized report:

3.3.1 Audit Committee: Once the finalized investigation report is issued as final, the report and any responses from both the Executive Directors and the IPA will be azenized for the Audit Committee meeting immediately following the month the report was finalized. The Audit Committee will be asked to discuss with a possible action to be taken (if any).

3.3.2 OIPA Public Website: Once the Audit Committee agenda is publicly posted, the IPA will post the finalized report to the OIPA website.

3.3.3 Board of Directors: Once the finalized investigation report is discussed at the Audit Committee meeting, the final report will be azenized for a subsequent, as soon as practical, subject to the agenda setting authority set for in Board Policy 001. The Audit Committee will determine the action in which they are recommending that the Board of Directors take (consent, discuss with possible action or informational).

The IPA will maintain the appropriate level of confidentiality regarding all complaints. Any reports issued to the public will not include any confidential information that cannot be disclosed, such as personnel issues or other matters that the IPA determines should remain confidential due to the nature of the matter. The IPA, where necessary, will seek legal and other professional guidance such as law enforcement, state or federal oversight agencies, and or other regulating entities, etc., to determine the level of confidentiality required.

4. Reporting of Corrective Action Plans (CAPs) Implementation Status

4.1 Audit Committee: At the first Audit Committee meeting of each fiscal year, the IPA will azenize a report summarizing the prior five fiscal year's open, ongoing and implemented Corrective Action Plans and other audit recommendations resulting from external audits performed on SANDAG programs, staff or contracted services of which SANDAG has responsibility. The summarized report will include the report issue date, report title, issue, recommendation or actions, planned date of implementation, responsible SANDAG staff, department and if the recommendation is repeated over more than one fiscal year. The Audit Committee will be asked to discuss with a possible action.

4.2 OIPA Public Website: Once the Audit Committee agenda is publicly posted, the IPA will post the report summarizing the corrective action plan status to the OIPA website.

4.3 Board of Directors: Once the report summarizing the corrective actions and status is discussed at the Audit Committee meeting, the summary report will be azenized for a subsequent, as soon as practical, subject to the agenda setting authority set for in Board Policy 001. The Audit Committee will determine the action in which they are recommending that the Board of Directors take (consent, discuss with possible action or informational).

5. Audit Committee Actions – Post Audit Report Presentation Process

5.1 The AC docketing and public posting will be consistent with the above stated processes.

5.2 The IPA will present a summary of funding and recommendations based on the final audit report.

5.3 Management will have the opportunity to comment and provide a response.

5.4 After the AC Q&A and discussion, the Committee will vote.

5.4.1 Voting Options:

5.4.1.1 Accept the report, findings and recommendations and request that Management prepare a Corrective Action Plan (CAP).

5.4.1.2 Accept the report and findings but with requested modification to or comment on specific recommendations and request that Management prepare a Corrective Action Plan (CAP).

The outcome of the vote and comments, if any, will be presented to the SANDAG Board of Directors at its next meeting.

in case the vote is not unanimous, those in the minority will be given an opportunity to have included in the report to the Board brief explanation of their dissent.

Approved: 7/24/2020
Amended: 9/25/2021

September 24, 2021

Salaries and Compensation Audit Action Plan Progress Report

Overview

In November 2020, the Board of Directors (Board), at the recommendation of the Audit Committee, approved an Audit Action Plan (Plan) responsive to the Salaries and Compensation Compliance Audit (audit) conducted by the SANDAG Office of the Independent Performance Auditor. Management committed to providing periodic updates regarding the status of the Plan; this is management's second progress report.

Status Update

The Plan is comprehensive and describes 27 actions that the Board will consider or that management will undertake in response to the recommendations noted in the audit. From management's perspective, the actions reflect the agency's commitment to continual improvement and acknowledge that adoption of additional policies and controls directly supports the highest levels of organization performance. Management and OIPA are working collaboratively as items in the Plan are addressed.

On June 30, 2021, management provided OIPA with information demonstrating completion of 11 actions described in the Plan. These generally fall into three categories: Board review and approval of revisions to the SANDAG Bylaws and Board Policies; enhanced preparation and communication of salaries and benefits information as part of the FY 2022 program budget; and completion of a market-based salary range study. The Plan document, included as Attachment 1, incorporates the following status notes.

1. Updates to SANDAG Bylaws and Board Policies

The Office of General Counsel proposed edits to the Bylaws, Board Policy No. 001 (Allocation of Responsibilities) and Board Policy No. 017 (Delegation of Authority) to address audit recommendations. These changes were first considered by the Executive Committee at its meeting on April 9, 2021 ([Agenda Item 5](#)), and were approved by the Board at its meeting on June 11, 2021 ([Agenda Item 16](#)).

Highlights of Completed Actions: I.1, I.2, II.2, and III.3

- Amendment to Article V, Section 4(d) of the [SANDAG Bylaws](#) – clarifying the Executive Director's responsibility for the Employee Handbook and administrative policies used for the administration of SANDAG's personnel system.
- Addition of Article V, Section 4(e) to the [SANDAG Bylaws](#) – direction for the Executive Director on fulfilling responsibilities consistent with the requirements of the Bylaws, Board Policies, Employee Handbook, and other administrative policies of SANDAG.
- Amendment to Section 3.1.15 of [Board Policy No. 001](#) (Allocation of Responsibilities) – clarification of process for time sensitive actions.
- Amendment to Section 5 of [Board Policy No. 017](#) (Delegation of Authority) – clarifying the Executive Director's responsibility for administering SANDAG's personnel system consistent with the Employee Handbook.
- At its meeting on June 25, 2021 ([Agenda Item 14A](#)), the Board ratified the employment decisions that were the subject of the audit.

Action: **Information**

An update on progress achieved to date regarding the Compensation Audit Action Plan will be presented.

Fiscal Impact:

The Action Plan includes activities that will incur expenses. Those that are anticipated were included in the FY 2022 program budget.

Schedule/Scope Impact:

The Audit Action Plan describes a series of activities to be completed by June 2022.

2. Preparation and Communication of Salaries and Benefits Information

Management completed various activities defined in the Plan pertain to the preparation, documentation, and communication of salaries and benefits information to the Board. Much of this work was conducted during development of the Draft FY 2022 Program Budget, presented to the Board at its meeting on March 26, 2021 ([Agenda Item 14](#)) and the Final FY 2022 Program Budget, adopted by the Board at its meeting on May 14, 2021 ([Agenda Item 12](#)).

Highlights of Completed Actions: IV.1, IV.2, IV.3, IV.4, IV.6, and VI.1

- Established new practices and standards for communicating, both verbally and in writing, salary and benefits budget information to the Board.
- Documentation of procedures used for preparation of the Personnel Cost Summary (a summary of the salaries and benefits budget), included in Chapter 11 of the Program Budget document (Attachment 2) and the annual compensation adjustment pool (Attachment 3).
- Preparation of an administrative policy and procedure guide (Attachment 4) describing responsibilities for maintaining, approving, and administration of the SANDAG Classification Salary Range and Special Compensation Tables.
- Implemented an annual acknowledgement process for employees involved in preparing and presenting Classification Salary Range and Special Compensation Tables to the Board (Attachment 5).
- Board approval of a Special Compensation Policy (Table) as part of adopting the FY 2022 Program Budget on May 14, 2021.

3. Market Salary Range Study

Highlights of Completed Action: VIII.4

- The SANDAG compensation consultant was engaged to conduct a Salary Range Study to evaluate the existing salary ranges for 42 benchmark positions, including 6 executive-level positions. Data from both public and private sector organizations was considered.
- Recommendations from the study were approved by the Board, in the form of the FY 2022 Salary Range Table, as part of the FY 2022 Program Budget adopted on May 14, 2021 ([Agenda Item 12](#)).
- The project report prepared by CPS HR Consulting has been included as Attachment 6.

Management also has initiated work on commitments outlined in the Plan that are due for completion by September 30 and December 31, 2021. These activities relate to financial policies and procedures, procedures and training pertaining to employee compensation adjustments, including payroll reconciliation, compensation program administration, and recruitment practices. Attachment 1 incorporates a Progress-at-a-Glance reference and indicates action items currently underway.

Next Steps

Management will continue to work through actions noted in the Plan, in collaboration with OIPA, and intends to provide its next update to the Audit Committee in November.

Hasan Ikhata, Executive Director

Key Staff Contacts: Melissa Coffelt, (619) 699-1955, melissa.coffelt@sandag.org
John Kirk, (619) 699-1997, john.kirk@sandag.org

Attachments:

1. Salaries and Compensation Audit: Action Plan (June 2021)
2. Documentation: FY 2022 Budget– Personnel Cost Summary
3. Documentation: FY 2022 Budget – Cost of Compensation Adjustment Pools
4. Classification Salary Range and Special Compensation Tables Procedure Guide
5. Salary Range/Special Compensation Tables – Acknowledgement forms
6. 2021 Salary Range Study Project Consultant Report

ACTION PLAN FOR IMPLEMENTING THE SALARY AND COMPENSATION PERFORMANCE AND COMPLIANCE AUDIT RECOMMENDATIONS

The SANDAG Office of the Independent Performance Auditor (OIPA) completed a Salaries and Compensation Performance and Compliance Audit (audit) in August 2020. The SANDAG Board of Directors (Board), at the recommendation of the Audit Committee, approved an Audit Action Plan (Plan) responsive to the audit in November 2020. The Plan incorporates Board input, Audit Committee recommendations, and feedback from OIPA, and summarizes the actions SANDAG intends to undertake. Management committed to providing periodic updates regarding the status of the Plan.

Progress-at-a-Glance

The Plan is comprehensive and describes 27 actions that the Board will consider or that management will undertake in response to the recommendations noted in the audit. A status summary is provided below; detailed information about each proposed action and reported information starts on page 4.

Progress is noted as:

Completed
 Complete/pending OIPA review
 Underway
 Not started

Recommendation I. To ensure that SANDAG's Board properly governs and develops a system of internal controls over salaries, compensation, and benefits:

<u>Status</u>	<u>Proposed Action</u>	<u>Due Date</u>
<input checked="" type="radio"/>	I.1. Update Bylaws and Board Policy No. 017 (Delegation of Authority) to define the Executive Director's scope of responsibility regarding creating and maintaining the SANDAG Employee Handbook.	6/30/2021
<input checked="" type="radio"/>	I.2. Update Bylaws and Board policies to document the relationship between the Bylaws, Board policies, and Employee Handbook, and clarify the Executive Director's responsibilities regarding personnel administration.	6/30/2021
<input checked="" type="radio"/>	I.4. Require all employees to acknowledge receipt of the Employee Handbook and Bylaws at the time of employment and annually thereafter.	3/31/2021

Recommendation II. To ensure that management cannot approve termination payments that exceed the amounts set forth in Board policies and rules and regulations:

<u>Status</u>	<u>Proposed Action</u>	<u>Due Date</u>
<input checked="" type="radio"/>	II.2. Develop an administrative policy related to separation/ termination pay; Update Bylaws and Board policies pertaining to setting and reporting any future severance payments to the Board.	6/30/2021
<input type="radio"/>	II.3. Develop and provide training to designated employees regarding agency processes and procedures related to separation/termination pay.	12/31/2021

Recommendation III. To ensure that management and Board members cannot approve salary increases and large dollar payouts without justification:

<u>Status</u>	<u>Proposed Action</u>	<u>Due Date</u>
●	III.3. Update Bylaws and Board policies to clarify the authority of Board leadership, as well as reporting protocol, for actions related to compensation.	6/30/2021

Recommendation IV. To ensure that SANDAG's Board is properly informed of SANDAG business and information is presented clearly, accurately, and timely:

<u>Status</u>	<u>Proposed Action</u>	<u>Due Date</u>
●	IV.1. Seek Board approval of a resolution defining special compensation; Update the Employee Handbook regarding items of special compensation.	2/28/2021 6/30/2021
●	IV.2. Develop an administrative policy related to approval of salary range and special compensation tables by the Board.	6/30/2021
●	IV.3. Strengthen practices related to budgeting, reporting, and communication of salary and benefits information to the Board.	6/30/2021
●	IV.4. Strengthen practices related to preparation and communication of the annual compensation adjustment pool recommended to the Board.	6/30/2021
○	IV.5. Document procedures for reconciling the annual compensation adjustment pool to the actual compensation adjustment amounts awarded; review procedures with employees with related job responsibilities.	12/31/2021
●	IV.6. Employee acknowledgement of an administrative policy related to approval of salary range and special compensation tables by the Board (Action IV.2).	12/31/2021 6/30/2021

Recommendation V. To ensure that SANDAG has adequate procedures in place to ensure accuracy and reliability of SANDAG's financial information:

<u>Status</u>	<u>Proposed Action</u>	<u>Due Date</u>
○	V.1. Strengthen procedures related to appropriately allocating bonuses to projects.	12/31/2021
○	V.2. Strengthen procedures for correctly reporting special compensation items to CalPERS.	12/31/2021
○	V.3. Review cost allocation for past bonuses and take remedial steps if past expenses should have been charged differently; clarify procedures for allocating the costs associated with bonus payments to projects.	12/31/2021
○	V.4. Update accounting procedures to ensure appropriate controls for payroll processing functions.	12/31/2021
○	V.5. Employee acknowledgment of policies and procedures for financial practices.	12/31/2021
●	V.6. Require employee acknowledgement of Board Policy Nos. 041 (Internal Control Standards) and 042 (Policy of Reporting Procedures and Forms for Fraud, Waste and Abuse).	3/31/2021

Recommendation VI. To ensure adequate controls over approvals over performance incentives and special compensation:

<u>Status</u>	<u>Proposed Action</u>	<u>Due Date</u>
<input checked="" type="radio"/>	VI.1. Present a special compensation table to the Board for approval.	6/30/2021
<input type="radio"/>	VI.2. Strengthen procedures for awarding compensation adjustments (merit increases and bonus awards) to employees.	9/30/2021
<input type="radio"/>	VI.3. Provide training to designated employees regarding processes for completing performance evaluations and preparing and approving compensation adjustment recommendations.	9/30/2021
<input type="radio"/>	VI.4. Establish procedures for reconciling compensation adjustments provided to employees.	12/31/2021

Recommendation VII. To ensure adequate processes for determining and setting salary ranges:

<u>Status</u>	<u>Proposed Action</u>	<u>Due Date</u>
<input type="radio"/>	VII.1. Develop an administrative policy for maintaining salary ranges to include the methodology for conducting salary range studies, analyzing survey results, and preparation of recommendations.	12/31/2021
<input type="radio"/>	VII.3. Develop and maintain job descriptions for all positions, with input from supervisors and employees.	6/30/2022

Recommendation VIII. To ensure justification and approval of number of executive team members and associated salaries:

<u>Status</u>	<u>Proposed Action</u>	<u>Due Date</u>
<input type="radio"/>	VIII.1. Develop processes to maintain systems and documents with accurate and consistent use of employees and job titles and other relevant information.	12/31/2021
<input checked="" type="radio"/>	VIII.4. Complete a salary range study to determine market rates for agency benchmark positions, including newly defined management positions.	6/30/2021

Recommendation IX. To ensure SANDAG has fair, objective, and competitive hiring practices:

<u>Status</u>	<u>Proposed Action</u>	<u>Due Date</u>
<input type="radio"/>	IX.3. Strengthen procedures related to the recruitment program that support fair and competitive hiring practices.	12/31/2021

Finding I Recommendations

To ensure that SANDAG’s Board properly governs and develops a system of internal controls over salaries, compensation, and benefits, the Board should:

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
<p>1. Assume ownership of and update the Board’s Administrative Rules and Regulations, including but not limited to,</p> <ul style="list-style-type: none"> Citations of the applicable laws and regulations for which SANDAG will follow with regard to salaries, compensation, and benefits. Define the responsibility for SANDAG management to create and update an Employee Handbook that is aligned with Board Bylaws, Policies, Administrative Rules and Regulations, and Manuals. 	<p>Management shall review and propose updates, including additional language, to the SANDAG Bylaws and Board Policy No. 017 (Delegation of Authority), for Board consideration and approval, that further defines the Board’s expectations and the Executive Director’s scope of responsibility regarding creating and maintaining the SANDAG Employee Handbook.</p> <p>Consistent with the Audit Committee’s recommendation, management shall present the Employee Handbook to the Board for ratification of the employment decisions made by the Executive Director pursuant to the standards set forth in the Handbook.</p>	<p>General Counsel and Director of Organization Effectiveness</p> <p>Due: 6/30/2021</p>	<p>Completed.</p> <p>At its meeting on June 11, 2021 (Agenda Item 16), the Board approved amendments to the SANDAG Bylaws and Board Policy No. 017 (Delegation of Authority) that clarify the Executive Director’s scope of responsibility, including developing and maintaining the SANDAG Employee Handbook.</p> <p>Further, at its meeting on June 25, 2021 (Agenda Item 14A), the Board ratified that the employment decisions made by the Executive Director, that were the subject of the audit, were made pursuant to the standards set forth in the Employee Handbook.</p>
<p>2. Strengthen and amend the Board’s Bylaws, and other Board Policies as necessary, to ensure consistency and clarity of Board documents, including but not limited to,</p> <ul style="list-style-type: none"> Document that the Executive Director’s authority is limited 	<p>Management shall propose updates to the SANDAG Bylaws and applicable Board policies, for Board consideration and approval, that</p> <ul style="list-style-type: none"> Fully document the scope and limit of the Executive Director’s authority, 	<p>General Counsel</p> <p>Due: 6/30/2021</p>	<p>Completed.</p> <p>At its meeting on June 11, 2021 (Agenda Item 16), the Board approved amendments to the SANDAG Bylaws and Board Policy No. 017 (Delegation of Authority) that clarify the Executive Director’s scope of responsibility, including developing and maintaining an</p>

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
<p>subject to the Administrative Rules and Regulations, rather than Administrative policies and manuals, for administration of SANDAG business.</p> <ul style="list-style-type: none"> Document the hierarchy of Board Bylaws, Policies, Administrative Rules and Regulations, and management procedures and the Employee Handbook to ensure that management is aware of and adhering to the highest authority. Clarify Board policy to ensure that sections pertaining to the Executive Director's authority to administer SANDAG's personnel system are clearly indicated. 	<ul style="list-style-type: none"> Document the hierarchy and relationship of the Bylaws, Board policies, Employee Handbook, and other administrative policies, and Clarify the Executive Director's responsibilities with respect to administering the personnel system. 		Employee Handbook and other administrative policies, for use in administering the SANDAG personnel system.
<p>3. Evaluate retaining General Counsel for the Board to conduct legal research, prepare ordinances, resolutions, memoranda, administrative rules and regulations, and other legal documents, and advise the Board of Directors, and keep the Board apprised of its obligations for following applicable laws and regulations, and to ensure that</p>	<p>No action proposed. The Office of General Counsel currently performs these tasks and is accountable to the Board of Directors pursuant to both SANDAG's organizational structure as well as per ethical mandates.</p>	n/a	Implementation of this recommendation is not planned.

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
<p>Board documents are properly retained and changes approved by the Board to Board Bylaws, policies, and other documents are completed and tracked.</p>			
<p>4. Require SANDAG management to acknowledge that they are aware of and complying with the Board Bylaws, Policies, Administrative Rules and Regulations, and Manuals upon being hired and on an annual basis thereafter.</p>	<p>Consistent with the Audit Committee's recommendation, management shall require all employees to acknowledge receipt of the Employee Handbook and SANDAG Bylaws at the time of employment and annually thereafter. Language reflecting this requirement will be incorporated into the next version of the Handbook; processes and procedures related to this activity will be documented. For new employees, acknowledgement will be incorporated into existing job offer/job acceptance practices. A new process will be developed and implemented for the annual acknowledgement by existing employees.</p>	<p>Director of Organization Effectiveness</p> <p>Due: 3/31/2021</p>	<p>Completed.</p> <p>Management has</p> <ul style="list-style-type: none"> • Revised the Employee Handbook and notified employees of the new acknowledgement requirement; • Revised offer of employment letters to incorporate the new acknowledgement process; • Developed and documented processes and procedures related to the acknowledgement requirement; and • Implemented a process for obtaining employee acknowledgement of the Handbook and Bylaws on an annual basis, including recordkeeping.

Finding II Recommendations

To ensure that management cannot approve termination payments that exceed the amounts set forth in Board policies and rules and regulations, the Board should:

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
1. Formally investigate the legality of management's actions of granting severance pay to employees who resigned without pending litigation, and the granting of the exception for paying more than 25% of sick leave to employees who voluntarily resign from SANDAG, and failure to report payouts to the Board in order to determine whether any personnel action should be taken against individuals for breach of fiduciary duty.	Consistent with the Audit Committee's recommendation, and at the direction of the Board, no action is proposed.	n/a	Implementation of this recommendation is not planned.
2. Require management to develop and formalize procedures, including but not limited to, <ul style="list-style-type: none"> Ensuring termination pay is paid consistent with the Administrative Rules and Regulations set forth in Board policy. Process for requesting approval from the Board for making termination payments not expressly written stated in the Board Policies and 	Management shall review and clarify existing administrative policies, and develop additional procedures, related to separation/termination pay, including a process for seeking Board approval in the event a proposed transaction is not expressly covered by Board policy. Further, consistent with the Audit Committee's recommendation, management shall propose updates to the SANDAG Bylaws and/or relevant Board policies, for Board consideration and approval,	General Counsel; Chief Financial Officer , and Director of Organization Effectiveness Due: 6/30/2021	Completed. At its meeting on June 11, 2021 (Agenda Item 16), the Board approved an amendment to Board Policy No. 017 (Delegation of Authority) to clarify the Executive Director's authority to offer severance to an employee in accordance with the employee's contract and/or at the discretion of the Executive Director. Any discretionary action taken, shall be reported to the Board in summary form.

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
Administrative Rules and Regulations.	pertaining to setting and reporting any future severance payments to the Board.		
3. Require staff responsible for implementing procedures related to termination pay training on updated procedures.	Following implementation of Recommendation II.2, management shall develop and provide training to designated employees regarding new and/or revised agency processes and procedures related to separation/ termination pay.	Chief Financial Officer and Director of Organization Effectiveness Due: 12/31/2021	

Finding III Recommendations

To ensure that management and Board members cannot approve salary increases and large dollar payouts without justification, the Board should:

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
1. Formally investigate the legality of management's actions of granting large dollar salary increases and bonuses to the former Chief Deputy Executive Director, and failure to report the payouts to the full Board in order to determine whether any personnel action should be taken against individuals for breach of fiduciary duty.	Consistent with the Audit Committee's recommendation, and at the direction of the Board, no action is proposed.	n/a	Implementation of this recommendation is not planned.

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
2. Rescind all delegated authority to award salary increases and bonuses until such time as the investigation has taken place and appropriate controls have been implemented to ensure that abuse of the performance incentive program does not occur.	Consistent with the Audit Committee's recommendation, no action proposed. The actions described in response to Recommendations III.3, IV.1, VI.1, VI.2, and VI.3 address the introduction of policies and procedures, at both the Board and management level, related to the award of performance rewards.	n/a	Implementation of this recommendation is not planned.
3. Clarify the responsibility of the Board Members acting in the capacity of the Chair and Vice Chair, to report actions taken on behalf of the full Board to ensure the Board is aware concerning awarding salaries increase and performance incentive pay.	Consistent with the Audit Committee's recommendation, management shall propose updates to the SANDAG Bylaws and/or relevant Board policies, for Board consideration and approval, that clarify the authority of Board leadership, as well as any reporting protocol for specified actions.	General Counsel Due: 6/30/2021	Completed. At its meeting on June 11, 2021 (Agenda Item 16), the Board approved an amendment to Board Policy No. 001 (Allocation of Responsibilities) to clarify that in time sensitive situations when a quorum of the Executive Committee cannot be convened, the Chair, with written concurrence from the First Vice Chair and Second Vice Chair, may act on behalf of the Executive Committee. Such actions, if taken by the Chair, shall be reported to the Executive Committee at its next meeting.

Finding IV Recommendations

To ensure that SANDAG’s Board is properly informed of SANDAG business and information is presented clearly, accurately, and timely, the Board should:

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
<p>1. Create and promulgate a Board policy defining special compensation for SANDAG employees.</p>	<p>Consistent with the Audit Committee's recommendation, management shall develop, for Board consideration and approval, an administrative policy defining a special compensation policy/table, and including the conditions for payment, that meets the requirements of California Code of Regulations, Title 2, sections 571(b) <u>and 571.1</u> and any other applicable laws and regulations. The approved administrative policy shall be incorporated into the Employee Handbook shall reflect the Board approved policy pertaining to items of special compensation; future updates to the administrative policy policies shall be presented to the Board for approval.</p> <p><i>Note: This action is responsive to the CalPERS Retroactive Special Compensation Adjustment audit completed in June 2020.</i></p>	<p>Director of Organization Effectiveness</p> <p>Due: 2/28/2021</p> <p>Due: 6/30/2021</p>	<p>Completed.</p> <p>This work was initially postponed. Management elected a course of action for addressing the findings noted in the CalPERS Retroactive Special Compensation Adjustment audit that was not dependent on the Board's approval of a Special Compensation policy. As such, the 2/28/2021 deadline was no longer relevant.</p> <p>Consistent with 2 CCR §571(b) and §571.1, the Board approved the FY 2022 Special Compensation Policy (Table) as part of adopting the FY 2022 Program Budget on May 14, 2021 (Agenda Item 12).</p> <p>The sections of the SANDAG Employee Handbook pertaining to items of special compensation (Shift Differential and Statutory Holiday Pay) mirror the language approved by the Board in the Special Compensation Policy.</p> <p>The newly established Classification Salary Range and Special Compensation Tables administrative policy (see Rec. IV.2) includes a requirement for seeking Board approval of a Special Compensation policy on an annual basis.</p>

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
<p>2. Create and promulgate a policy which addresses the nature and timing of information that SANDAG management and staff should present to the Board and the public, including but not limited to,</p> <ul style="list-style-type: none"> Responsibility of management to present salary and special compensation tables as a separate agenized resolution at least annually, properly date approved schedules, and post the approved schedules on SANDAG's website. 	<p>Consistent with the Audit Committee's recommendation, management shall develop and document an administrative policy and procedure for presenting changes to salary range and special compensation tables to the Board for consideration and approval, and other related actions, that meets the requirements of California Code of Regulations, Title 2, sections 570.5, and 571(b), <u>and 571.1</u>, and any other applicable laws and regulations.</p>	<p>Chief Financial Officer and Director of Organization Effectiveness</p> <p>Due: 6/30/2021</p>	<p>Completed.</p> <p>Management developed and implemented an administrative policy and procedure guide that describes activities and responsibilities for maintaining, seeking Board approval, communicating, recordkeeping, and other actions pertaining to the Classification Salary Range and Special Compensation tables, consistent with applicable laws and regulations.</p>
<p>3. Require management to develop and formalize procedures for budgeting and reporting financial information, specifically salaries and benefits information, to the Board in accordance with applicable laws, regulations, Board Bylaws, and Board Policies.</p>	<p>Management shall review and clarify existing practices and procedures, and prepare additional documentation, regarding the budgeting, reporting, and general communication of salary and benefits information to the Board.</p>	<p>Chief Financial Officer and Director of Organization Effectiveness</p> <p>Due: 6/30/2021</p>	<p>Completed.</p> <p>Management has reviewed, updated, and documented the processes used for preparing the Personnel Cost Summary, one of core elements of Chapter 11 (Human Resources) of the annual Program Budget document.</p> <p>Management also established new practices and standards for transparently communicating salary and benefits information to the Board via staff reports and presentations prepared in conjunction with developing the Draft and Final Program Budgets.</p>

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
<p>4. Require management to update its methodology and formalize procedures for determining the total Annual Compensation Pool and in alignment with Board defined special compensation and approved special compensation tables.</p>	<p>Management shall review and clarify existing practices and procedures, and prepare documentation, regarding preparation and communication of the annual compensation adjustment pool recommended to the Board, and consistent with the special compensation administrative policy.</p>	<p>Chief Financial Officer and Director of Organization Effectiveness Due: 6/30/2021</p>	<p>Completed. Management has reviewed, updated, and documented the processes used for preparing the compensation adjustment pool for inclusion in the annual Program Budget. Management also established new practices and standards for transparently communicating the purpose and components of the compensation adjustment pool to the Board.</p>
<p>5. Requirement (sic) management to develop and formalize a procedure for reconciling the Annual Compensation Pool to amounts awarded to employees and report performance incentives earned by employee name, title, amount, and period earned in accordance laws and regulations.</p>	<p>Management shall develop and document procedures for reconciling the annual compensation adjustment pool to the actual compensation adjustment amounts awarded. Further, management shall review the procedures with those employees with responsibilities related to the reconciliation of annual compensation adjustments upon implementation, and in advance of each reconciliation process. Procedures for reporting bonus payments (performance incentives) in accordance with applicable laws and regulations shall be developed as part of implementing Recommendation V.2.</p>	<p>Chief Financial Officer Due: 12/31/2021</p>	<p>This work is currently underway and on track for completion by the estimated date.</p>

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
<p>6. Require staff to review formalized policies and procedures to ensure staff is aware of their roles and responsibilities for receiving and documenting approvals of salary schedules and special compensation.</p>	<p>Following implementation of Recommendation IV.2, management shall require those employees with responsibilities related to the preparation and presentation of salary range and special compensation tables to the Board to review and acknowledge their understanding of related policies and procedures on an annual basis.</p>	<p>Director of Organization Effectiveness</p> <p>Due: 12/31/2021</p> <p>Due: 6/30/2021</p>	<p>Completed early.</p> <p>As part of the newly established Classification Salary Range and Special Compensation Tables administrative policy (see Recommendation IV.2), employees with responsibilities for preparing and presenting Classification Salary Range and Special Compensation Tables to the Board have signed acknowledgement forms attesting they have reviewed and understand the policy and procedure. This practice will recur on an annual basis.</p>

Finding V Recommendations

To ensure that SANDAG has adequate procedures in place to ensure the accuracy and reliability of SANDAG's financial information the Board should:

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
<p>1. Require Financial Services to create and formalize procedures for reallocating special compensations costs to projects, including but not limited to</p> <ul style="list-style-type: none"> • Verifying that fringe benefits and overhead are not charged when bonuses are charged to projects. • Reallocations are supported by employee timesheets to ensure that costs are correctly allocated to projects. • The total amount of bonuses charged to projects reconciles to the bonuses approved by the Executive Director. 	<p>Management shall review and clarify existing procedures, and develop, document, and implement additional procedures, for appropriately allocating the costs associated with employee performance bonuses to projects.</p>	<p>Chief Financial Officer</p> <p>Due: 12/31/2021</p>	<p>This work is currently underway and on track for completion by the estimated date.</p>
<p>2. Require Financial Services to develop and formalize procedures for reporting special compensation to CalPERS in accordance with applicable laws and regulations, including documenting that Financial Services has reviewed that amounts were accurately reported for periods earned.</p>	<p>Management shall review and clarify existing procedures, and develop, document, and implement additional procedures, for correctly reporting special compensation items to CalPERS, consistent with applicable laws and regulations.</p>	<p>Chief Financial Officer</p> <p>Due: 12/31/2021</p>	<p>This work is currently underway and on track for completion by the estimated date.</p>

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
<p>3. Require Financial Services to review the allocations for bonuses paid, identify whether bonus amounts were accurately reallocated to projects based on supporting time sheets and other documentation, and correct any amounts not properly charged to projects.</p>	<p>Management shall review the cost allocation for past bonus payments with the agency's outside auditors and will take remedial steps if expenses should have been charged in a different manner. Further, as noted in response to Recommendation V.1, management shall review and clarify existing procedures, and prepare additional documentation for appropriately allocating the costs associated with bonus payments to projects.</p>	<p>Chief Financial Officer Due: 12/31/2021</p>	<p>This work is currently underway and on track for completion by the estimated date.</p>
<p>4. Require Financial Services to update accounting procedures to address the issues identified in this report, including but not limited to, ensuring procedures are clearly and concisely written, control activities are clearly stated, the document is properly indexed and dated, and login information, passwords, and other confidential information is removed.</p>	<p>Management shall review existing accounting practices and update procedures to ensure proper controls are in place related to payroll processing functions. As part of this review, management will address the issues noted in the audit report.</p>	<p>Chief Financial Officer Due: 12/31/2021</p>	<p>This work is currently underway and on track for completion by the estimated date.</p>

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
5. Require staff to review formalized policies and procedures to ensure staff is aware of their roles and responsibilities for ensuring sound financial practices within SANDAG.	Management shall require designated employees to review and acknowledge receipt of policies and procedures related to the agency's financial practices, on at least on a biannual basis, or upon implementation of significant policy/procedure updates, to ensure employees understand their roles and responsibilities.	Chief Financial Officer Due: 12/31/2021	This work is currently underway and on track for completion by the estimated date.
6. Require all SANDAG employees to acknowledge that they have read and understand their fiduciary duties as provided in Board Policy 041 and their obligation to report fraud, waste, and abuse, as well as, their protection as a whistleblower as provided in Board Policy 039.	Management shall require all employees to acknowledge awareness of SANDAG Board Policy Nos. 041 (Internal Control Standards) and 042 (Policy of Reporting Procedures and Form for Fraud, Waste, and Abuse). This activity is anticipated to occur in conjunction with the annual employee acknowledgement of the Employee Handbook.	Director of Organization Effectiveness Due: 3/31/2021	Completed. Management has implemented a process to obtain employee acknowledgment of Board Policy Nos. 041 and 042 on an annual basis. For efficiency purposes, this activity occurs in conjunction with the annual acknowledgement of the Handbook and Bylaws by employees (refer to Recommendation I.4).

Finding VI Recommendations

Based on the auditor’s review, and to ensure adequate controls over approvals over performance incentives and special compensation the Board of Directors should:

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
1. Require management to develop and seek Board approval a special compensation table, which defines the amounts to be awarded to employees, in accordance with applicable laws and regulations and aligned with the Board’s defined special compensation plan on an annual basis.	Consistent with the Audit Committee’s recommendation, management shall present a special compensation table to the Board for consideration and approval on an annual basis, as part of the annual program budget, that meets the requirements of California Code of Regulations, Title 2, section 571(b) and any other applicable laws and regulations.	Director of Organization Effectiveness Due: 6/30/2021	Completed. Consistent with 2 CCR § 570.5, 571(b), and § 571.1, the Board approved the FY 2022 Special Compensation Table as part of adopting the FY 2022 Program Budget on May 14, 2021 (Agenda Item 12). The newly established Classification Salary Range and Special Compensation Tables administrative policy (see Recommendation IV.2) describes management’s responsibility for seeking Board approval of the Special Compensation Table on an annual basis.
2. Require management to develop and formalize procedures for a consistent methodology which identifies the performance ratings employees should attain in order to qualify for performance incentives on an annual basis, including but not limited to, documenting approvals, recommendations, and justification of amounts awarded.	Management shall review and clarify procedures, and prepare additional documentation, to further support the award of compensation adjustments (merit increases and bonus awards) to employees, including eligibility criteria, the review and approval process, and preparation and maintenance of supporting documentation.	Director of Organization Effectiveness Due: 9/30/2021	This work is currently underway and on track for completion by the estimated date.

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
3. Require staff to review formalized procedures for completing performance evaluations, recommending performance incentives, and approving performance incentives to staff to ensure they understand their roles and responsibilities.	In conjunction with implementing Recommendation VI.2, management shall develop additional reference materials and provide training to supervisors and management regarding the completion of performance evaluations, and the preparation and approval of compensation adjustment recommendations for employees.	Director of Organization Effectiveness Due: 9/30/2021	This work is currently underway and on track for completion by the estimated date.
4. Require Financial Services to develop and formalize a procedure for reconciling the performance incentives paid to employees to the amounts approved by management.	In conjunction with implementing Recommendation IV.5, management shall develop and document procedures for reconciling the compensation adjustment amounts provided to employees with the amounts approved by management.	Chief Financial Officer Due: 12/31/2021	This work is currently underway and on track for completion by the estimated date.

Finding VII Recommendations

To ensure that SANDAG has an adequate process for determining and setting salary ranges, SANDAG's Board should:

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
<p>1. Establish and formalize policies and procedures to regularly complete salary comparison surveys and analysis, including but not limited to</p> <ul style="list-style-type: none"> • Explain when and how it will complete a salary survey, including a methodology it will use to determine these entries against which it compare itself, and how it uses the results to determine the increases in salaries and benefits. Further it should provide justification to the Board when deciding to increase salaries above the amounts that the salary survey. E.g. Chief Economist, Clerk of the Board, and other key positions identified by SANDAG. • Develop a schedule for ensuring that salary positions are included on the salary comparison surveys. • Require that SANDAG create duty statements for each position within the organization. 	<p>Management shall develop an administrative policy and procedures for maintaining SANDAG salary ranges including the general methodology used for conducting periodic market salary range studies, analyzing survey results, and preparing recommendations for salary range changes. Action pertaining to the development of duty statements is addressed in the response to Recommendation VII.3.</p>	<p>Director of Organization Effectiveness</p> <p>Due: 12/31/2021</p>	<p>This work is currently underway and on track for completion by the estimated date.</p>

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
<p>2. Request management to conduct a job analysis by gathering, documenting, and analyzing information about the job duties to determine the activities and responsibilities.</p>	<p>No action proposed. Management shall continue to monitor and maintain the classification specifications (Class Specs) that were comprehensively reviewed, updated, and implemented in FY 2017 as well as the additional Class Specs developed and implemented in 2019 as part of the agency reorganization. Job analysis will continue to be performed as needed, and information obtained during the preparation of job descriptions for all positions (see Recommendation VII.3) also will be used to maintain Class Specs.</p>	<p>n/a</p>	<p>Implementation of this recommendation is not planned.</p>
<p>3. Request management to develop job duty statements in compliance with applicable laws, regulations, and best practices for each position within SANDAG. The qualifications necessary for performing the job and the conditions under which work is performed.</p>	<p>Management shall require development and maintenance of job descriptions for all positions. Human Resources shall be assigned responsibility for researching current best practices and recommending a job description template; developing, documenting, and implementing a process and procedure to support development and ongoing maintenance of job descriptions; and coordinating the preparation of job descriptions with input provided by supervisors and employees.</p>	<p>Director of Organization Effectiveness Due: 6/30/2022</p>	

Finding VIII Recommendations

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
1. SANDAG should update agency documents, including its organizational charts and job titles to reflect accurate employee names, job titles, and other relevant information.	Management shall review and update agency systems and documents to ensure accurate and consistent use of employee names, job titles, and other relevant information. Further, processes and standards will be developed and implemented to ensure maintenance of systems and documents.	Director of Organization Effectiveness Due: 12/31/2021	This work is currently underway and on track for completion by the estimated date.
2. Revert salaries for high level positions to salaries prior to the September 2019 salary schedule revisions.	Consistent with the Audit Committee's recommendation, no action is proposed.	n/a	Implementation of this recommendation is not planned.
3. SANDAG should complete a needs assessment, which includes a cost benefit analysis for positions added and promotions in place to the level of Chief Executive Director, Director II, and manager to determine whether the number of management positions at the current levels is necessary and can be justified. Further, the reporting structure and hierarchy should be reviewed to ensure consistency and that positions within job classifications are reporting to management with the necessary skills and experience to management the workload.	Consistent with the Audit Committee's recommendation, no action is proposed. Furthermore, as described in the Management Revised Response (see p.27), an examination of the agency's organization structure was included as part of the strategic planning project undertaken in 2019. The review was conducted, and recommendations were prepared, by experienced management consultants, who worked in a deliberative and collaborative manner with Executive Director to address the needs of the agency with respect to leadership oversight and operational	n/a	Implementation of this recommendation is not planned.

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
	effectiveness. The Management Revised Response (see p.25) also addresses the conclusion that a significant number of executive-level positions have been added to SANDAG and explains how existing executive-level roles have been repurposed to achieve the recommended organization structure.		
4. Based on the result of the Needs Assessment, management should complete a salary comparison analysis to determine the market value of management positions based on the job duties and responsibilities.	An alternate action is proposed. While the needs assessment described in Recommendation VIII.3 and referenced in this recommendation is not planned to be undertaken, management intends to complete a salary range study in 2021 to determine the market pay rates for benchmark positions, and shall include the newly defined management positions that can be reasonably compared as part of this project. The salary range study shall be conducted by the agency's compensation consultant.	Director of Organization Effectiveness Due: 6/30/2021	Completed. The SANDAG compensation consultant was engaged in late 2020 to conduct a salary range study. The study compared existing salary ranges for 42 benchmark positions, including 6 Executive-level positions, relative to similar positions at 15 comparable public agencies as well as the private sector. Recommendations from the study were approved by the Board, in the form of the FY 2022 Classification/Salary Range Table as part of the FY 2022 Program Budget adopted on May 14, 2021 (Agenda Item 12).

Finding IX Recommendations

To ensure that SANDAG has fair, objective, and competitive hiring practices SANDAG should:

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
1. SANDAG should identify all employees who were appointed or promoted without undergoing a fair and competitive hiring process.	No action proposed. As described in the Management Revised Response (see p.29), the Executive Director acted within delegated authority and consistent with employment policies established as part of the Employee Handbook in appointing appropriately qualified individuals to executive-level positions during the 2019 agency reorganization.	n/a	Implementation of this recommendation is not planned.
2. For those positions determined to be filled without a fair and competitive hiring process, SANDAG should perform an evaluation to identify: <ul style="list-style-type: none"> Whether the position and level of the position is necessary for the organization, this shall be supported a needs assessment, organization chart, span of control review and, complete duty statement. Vacate and properly re-advertise the position and follow the competitive hiring process for filling the position. 	No action proposed. As noted in response to Recommendation IX.1, the Executive Director acted within delegated authority and consistent with employment practices as part of the Employee Handbook in making the 2019 staffing decisions and these are considered legal actions. As noted in response to Recommendation VIII.3, an examination of the agency's organization structure was included as part of the strategic planning project undertaken in 2019 which resulted in a plan to repurpose existing executive-level positions to achieve the	n/a	Implementation of this recommendation is not planned.

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
	<p>recommendation organization structure.</p> <p>With respect to vacating currently filled positions, the Office of General Counsel has identified potential legal risks associated with violation of employee contract rights and does not recommend this action. Furthermore, the Audit Committee recommended against making any changes to positions in response to Finding VIII.</p>		
<p>3. Develop and formalize procedures for openly advertising and competitively hiring for SANDAG positions in accordance with applicable laws and regulations and Board Bylaws, Policies, and Administrative Rules and Regulations, that include but are not limited to,</p> <ul style="list-style-type: none"> • Documenting justification for advertising internally or externally including timeframes for advertisement. • Documenting applications and resumes of all job applicants who applied for each open and filled position, including rating of whether candidates met the minimum qualifications. 	<p>Management shall develop, document, and implement procedures and processes related to the recruitment program that support fair and competitive hiring practices, including preparation of position announcements, advertising strategies, application submittal and review procedures, selection activities, and approval of job offers.</p>	<p>Director of Organization Effectiveness</p> <p>Due: 12/31/2021</p>	

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
<ul style="list-style-type: none"> Documenting interview questions, candidate ratings and scores by each interviewer, and justification for candidate selection. 			

Finding X Recommendation

The OIPA recommends that SANDAG:

OIPA Recommendation	Proposed Action	Responsible Official and Estimated Completion Date	Status
<ol style="list-style-type: none"> Create and establish policies and aligned with applicable laws and regulation set forth in the Administrative Rules and Regulations to ensure the regular full-time employees' rights are not violated and are consistent. 	<p>No action proposed. As described in the Management Revised Response (see p.30) and its Appendix A (p.12), SANDAG already has established, documented, and communicated, via the Employee Handbook and procedural guides, legally sound policies and practices that appropriately ensure the rights of employees while also protecting the operational interests of the agency.</p>	n/a	Implementation of this recommendation is not planned.

Board Comments

In addition to the OIPA recommendations, the SANDAG Board:

Board Direction	Proposed Action	Responsible Official and Estimated Completion Date	Status
1. Directs staff that information in audit reports never be redacted, except for names and personal information.	Management shall fully comply with this direction.	Executive Director Due: Immediately	Management acknowledges the direction provided by the Board and will ensure this is reflected in future practices and actions.

FY 2022 Personnel Cost Summary

	FY 2020 Actual Expenses		FY 2021 Revised Estimate		FY 2022 Final Budget		Year-to-Year Change FY 2022 over FY 2021	
	FY 2020 Actual Expenses	Benefits % of Salaries	FY 2021 Revised Budget	Benefits % of Salaries	FY 2022 Draft Budget	Benefits % of Salaries	Amount of Change	% of Change
Staff Positions and Salaries:								
Regular Staff Positions	354		349		361		12	3.3%
Limited-Term Staff Positions (total Reg+LT)			12		15		3	20.0%
Temporary, Intern, Part-Time, Seasonal (TIPS) Positions	33.1		46.1		48.9		2.8	5.7%
Salaries - Regular Staff Positions	\$31,381,985		\$32,983,229		\$36,288,340		3,305,111	9.1%
Salaries - Limited-Term Staff Positions	\$541,069		773,907		1,254,648		480,741	38.3%
Salaries - TIPS Positions	1,336,496		1,901,994		2,109,162		207,167	9.8%
Total Employee Salaries	\$33,259,550		\$35,659,131		\$39,652,150		\$3,993,019	10.1%
Employee Benefits:								
Retirement (PERS+PARS)	\$7,042,176	21.2%	\$7,521,338	21.1%	\$10,143,022	25.6%	2,621,684	25.8%
Section 115 Pension Savings Fund	1,000,000	3.0%	1,000,000	2.8%	1,000,000	2.5%	-	0.0%
Combined Health Insurance Plan	4,590,490	13.8%	4,443,950	12.5%	5,599,456	14.1%	1,155,506	20.6%
Dental/Vision Insurance Plan	426,640	1.3%	434,350	1.2%	537,397	1.4%	103,047	19.2%
Short-/Long-Term Disability	219,442	0.7%	305,400	0.9%	404,598	1.0%	99,198	24.5%
Workers Compensation	254,750	0.8%	267,730	0.8%	445,901	1.1%	178,172	40.0%
Social Security/Medicare and Other Taxes	453,856	1.4%	515,350	1.4%	574,536	1.4%	59,186	10.3%
Life/Accident Insurance	67,931	0.2%	57,000	0.2%	50,946	0.1%	(6,054)	-11.9%
Employee Assistance Program	7,806	0.0%	7,950	0.0%	9,412	0.0%	1,462	15.5%
Section 125 Flexible Spending Account Administration	1,773	0.0%	9,000	0.0%	13,071	0.0%	4,071	31.1%
Transportation Demand Management Program	19,760	0.1%	5,000	0.0%	28,000	0.1%	23,000	82.1%
Post-Employment Health Care	528,472	1.6%	588,100	1.6%	599,400	1.5%	11,300	1.9%
Management Benefit	246,276	0.7%	409,642	1.1%	474,517	1.2%	64,875	13.7%
Automotive Allowance	12,000	0.0%	12,000	0.0%	12,000	0.0%	-	0.0%
Employee Recognition Program	10,000	0.0%	10,000	0.0%	10,000	0.0%	-	0.0%
Computer Purchase/Loan Program	4,205	0.0%	5,000	0.0%	5,000	0.0%	-	0.0%
Total Employee Benefits	\$14,885,577	44.8%	\$15,591,810	43.7%	\$19,907,254	50.2%	\$4,315,444	21.7%
Employee Benefits By Position Type:								
Benefits - Regular Staff Positions	\$14,277,826	45.5%	\$14,726,097	44.6%	\$18,701,167	51.5%	3,975,070	21.3%
Benefits - Limited-Term Staff Positions	246,169	45.5%	353,252	45.6%	595,381	47.5%	242,129	40.7%
Benefits - TIPS Positions	361,581	27.1%	512,461	26.9%	610,706	29.0%	98,245	16.1%
Total Employee Benefits	\$14,885,577	44.8%	\$15,591,810	43.7%	\$19,907,254	50.2%	\$4,073,315	21.7%
Total Personnel Cost (Salaries and Benefits)	\$48,145,127		\$51,250,941		\$59,559,404		\$8,308,464	13.9%

Note: The FY 2021 Revised Estimate includes all approved staff positions (including currently vacant roles), and reflects actual year-to-date expenses plus anticipated costs through the end of the fiscal year. The FY 2022 Proposed Budget includes full funding for all staff positions.

Notes:

Preparation of Salary and Benefits Budget as part of the Final FY 2022 Program Budget

Prepared by Melissa Coffelt

Background

Human Resources uses an HRIS to compile and calculate various elements of the salary and benefits budget.

Human Resources maintains documentation to describe updates that are made to the HRIS to support the annual budget development process.

The salary and benefits summary for the upcoming fiscal year, shown as part of the Personnel Cost Summary, is developed primarily from a 'Master Budget Report' downloaded from the HRIS.

The Master Budget Report/s used to prepare the salary and benefits summary are saved by Human Resources.

References in the notes below to MBR refer to the Master Budget Report used to prepare the current version of the salary and benefits summary.

A number of agencywide benefits are captured in the HRIS for budgeting purposes; these are shown in summary on the home page of the HRIS.

A screen shot of this information is captured in conjunction with preparing the salary and benefits summary.

	Proposed Budget	Notes
Staff Positions and Salaries:		
Regular Staff Positions	361	From MBR: Total number of Regular and Regular-Ops positions.
Limited-Term Staff Positions	15	From MBR: Total number of Limited-Term and Limited-Term-Ops positions.
Temporary, Intern, Part-Time, Seasonal (TIPS) Positions	48.9	TIPS FTE calculated by Human Resources; see separate data file
Salaries - Regular Staff Positions	\$36,288,340	From MBR: Total salaries for Regular and Regular-Ops positions + Agencywide Benefit: ED Bonus
Salaries - Limited-Term Staff Positions	\$1,254,648	From MBR: Total salaries for Limited-Term and Limited-Term-Ops positions
Salaries - TIPS Positions	<u>\$2,109,162</u>	From MBR: Total salaries for all types of TIPS positions
Total Employee Salaries	\$39,652,150	Calculated in Personnel Cost Summary table, and verified against MBR
Employee Benefits:		
Retirement (PERS+PARS)	\$10,143,022	Fund; reduced by \$10,000 to show budget for EE Recognition Program
Section 115 Pension Savings Fund	\$1,000,000	Agencywide Benefit: Section 115 Pension Savings Fund
Combined Health Insurance Plan	\$5,599,456	From MBR: Health Cost + Agencywide Benefit: Executive Health Benefits
Dental/Vision Insurance Plan	\$537,397	From MBR: Total of Dental Cost and Vision Cost
Short-/Long-Term Disability	\$404,598	From MBR: Total of Short- and Long Term Disability Insurance + Agencywide Benefit: Paid Family Leave
Workers Compensation	\$445,901	From MBR: Workers Compensation Insurance
Social Security Hospital Tax - Medicare	\$574,536	From MBR: Medicare

Life/Accident Insurance	\$50,946	From MBR: Life/Accident
Employee Assistance Program	\$9,412	From MBR: Employee Assist
Section 125 Flexible Spending Account Administration	\$13,071	From MBR: FSA Account Admin Fee
Transportation Demand Management Program	\$28,000	Agencywide Benefit: Transportation Demand Management
Post-Employment Health Care	\$599,400	Agencywide Benefit: Post Employment Health/OPEB
Management Benefit	\$474,517	From MBR: Management Benefit + Agencywide Benefit: Agency Deferred Compensation
Automotive Allowance	\$12,000	From MBR: Auto Allowance
Employee Recognition Program	\$10,000	Employee Recognition Program (will be programmed into MBR for FY 2023)
Computer Purchase/Loan Program	<u>\$5,000</u>	Agencywide Benefit: Computer Purchase/Loan Program
Total Employee Benefits	\$19,907,254	Calculated in Personnel Cost Summary table, and verified against MBR

Total Employee Benefits to be Allocated

Employee Benefits By Position Type:

Benefits - Regular Staff Positions	\$18,701,167	The MBR summarizes the portion of benefits applicable to each position type; the total costs are verified in the MBR and the amounts added to the salary and benefits summary.
Benefits - Limited-Term Staff Positions	\$595,381	
Benefits - TIPS Positions	<u>\$610,706</u>	
Total Employee Benefits	\$19,907,254	

FY 2022 Final Budget: Estimated Cost for Compensation Adjustment Pool/s

Cost Estimate of 2% Compensation Adjustment Pool

	<u>Base Salary</u>	<u>CalPERS</u>	<u>Medicare</u>	<u>WorkCmp</u>	<u>Mgmt Benefit</u>
Current	\$37,617,920	\$9,500,851	\$545,460	\$422,341	\$138,226
With Increase	\$38,094,051	\$9,621,512	\$552,364	\$428,703	\$140,990
Difference	\$476,131	\$120,661	\$6,904	\$6,362	\$2,765

Cost Estimate of 6.1% Compensation Adjustment Pool

	<u>Base Salary</u>	<u>CalPERS</u>	<u>Medicare</u>	<u>WorkCmp</u>	<u>Mgmt Benefit</u>
Current	\$37,617,920	\$9,500,851	\$545,460	\$422,341	\$138,226
With Increase	\$39,623,158	\$10,007,807	\$574,536	\$445,901	\$146,016
Difference	\$2,005,238	\$506,956	\$29,076	\$23,561	\$7,791

Cost Estimate of Proposed 4% Compensation Adjustment Pool

	<u>Base Salary</u>	<u>CalPERS</u>	<u>Medicare</u>	<u>WorkCmp</u>	<u>Mgmt Benefit</u>
with 2% Increase	\$38,094,051	\$9,621,512	\$552,364	\$428,703	\$140,990
with 6.1% Increase	\$39,623,158	\$10,007,807	\$574,536	\$445,901	\$146,016
Difference	\$1,529,107	\$386,295	\$22,172	\$17,199	\$5,026
Compare to Draft:	\$9,917	\$48,358	\$2,797	\$1,605	\$5,026

Increase to Salary Budget: \$1,529,107
Increase to Benefits Budget: \$430,692
TOTAL COST: \$1,959,799

For 3% Pool for Performance Rewards

Increase to Salary Budget: \$1,146,830 (Amount available for performance rewards)
 Increase to Benefits Budget: \$323,019
TOTAL COST: \$1,469,849

For 1% Pool for Pay Adjustments

Increase to Salary Budget: \$382,277 (Amount available for equity pay, promotions, reclassifications)
 Increase to Benefits Budget: \$107,673
TOTAL COST: \$489,950

General Reference Notes

1. The base salary of \$39,623,158 used in this calculation is derived from a Master Budget Report (downloaded from the HRIS on 4/17/2021) and varies from the Total Employee Salaries of \$39,652,150 shown on the Final FY 2022 Personnel Cost Summary (PCS). The difference is \$28,992; this the amount budgeted for a 7% performance bonus for the Executive Director. The amount is added to the Total Salaries when preparing the PCS.
2. The CalPERS cost estimate of \$10,007,807 used in this calculation is derived from a Master Budget Report (downloaded from the HRIS on 4/17/2021) and varies from the Retirement benefits amount of \$10,143,022 shown on the Final FY 2022 PCS. The difference reflects costs for PARS retirement benefits and the amount budgeted for the agency's contribution to the CalPERS Replacement Benefit Fund (RFB). The PARS benefit cost is typically negligible (less than \$5,000) and has been excluded from the calculation of the compensation adjustment pool. The RFB contribution also is excluded from the calculation since the amount is not impacted by changes in employee
3. The Management Benefit cost estimate of \$146,016 used in this calculation is derived from a Master Budget Report (downloaded from the HRIS on 4/17/2021) and varies from the Total Management Benefit of \$474,517 shown on the Final FY 2022 Personnel Cost Summary (PCS). The difference is \$328,500; this the amount budgeted for the 457 Plan contributions provided per employment contracts. The 457 contribution is excluded from this calculation since the amount is not impacted by changes in employee compensation.
4. There is a change of \$48,400 in the estimated cost increase for CalPERS pension benefits relative to the Draft Budget. As part of reviewing systems and processes related to budget development and reporting, one of the actions management committed to undertake as part of the Comp Audit Action Plan, an error was discovered in the HRIS related to the calculation of CalPERS benefits for vacant positions. This error has been corrected and the calculation of benefits has been verified.

Preparation Notes

At the time the Final FY 2022 Budget was prepared, the Board had approved a 2% compensation adjustment pool for FY 2021 however base pay increases for employees had not been processed.

In preparing the Final FY 2022 Budget, staff assumed a base pay increase of 2% for all positions. Combined with a total proposed pool of 4% for FY 2022, a 6.1% increase was added to salaries for all positions. (6.1% is the compounded increase of a 2% base pay increase, then a 4% pay increase.)

To determine the total cost of the proposed 4% compensation adjustment pool, staff calculated the cost of the 2% pool, then deducted this from the cost of the 6.1% pool.

The calculations were prepared using data from three Master Budget Reports generated from the HRIS on April 17, 2021 - one reflecting no base salary increase, one reflecting a 2% base salary increase, and one reflecting a 6.1% base salary increase. These files are saved in a similar location to this document within the Human Resources program records.

In determining the total cost of a proposed compensation adjustment pool, it is recognized there are increases to salary-based benefits in addition to base salary. The increases to pension plan contributions, workers compensation insurance, Medicare taxes, and Management Benefits are included in the total cost calculation.

The proposed 4% compensation adjustment pool for FY 2022 will be presented to the Board of Directors as a 3% pool for performance rewards and a 1% pool for base pay increases resulting from recommendations from the pending salary range study. The proportions of base salary and benefits costs for both pools have been calculated.

Prepared by Rachel Nycholat; Reviewed by Melissa Coffelt
4/20/2021

Classification Salary Range and Special Compensation Tables

Policy

SANDAG shall maintain a salary schedule (referred to as a Classification Salary Range table) and Special Compensation table that meet the requirements of California Code of Regulations, Title 2, sections 570.5, 571(b), 571.1, and any other applicable laws and regulations.

Responsibilities

- The Board of Directors (Board) is responsible for considering and approving the Classification Salary Range table and Special Compensation table whenever changes are proposed to these documents; as a practice, this occurs on at least an annual basis, typically in conjunction with approval of the Program Budget.
- The Executive Director is responsible for establishing administrative rules and regulations for agency personnel functions. (SANDAG Bylaws; SANDAG Board Policy 017: Delegation of Authority), and for approving staff's proposed changes to the Classification Salary Range table and Special Compensation table and seeking Board approval.
- The Senior Leadership Team is responsible for providing operational input and reviewing proposed changes to the Classification Salary Range table and Special Compensation table.
- The Director of Organization Effectiveness is responsible for overseeing actions and activities related to obtaining Board approval of the Classification Salary Range table and Special Compensation table.
- The Manager of Human Resources is responsible for maintaining the Classification Salary Range table and Special Compensation table in accordance with applicable agency policies.

Management Review and Approval of Proposed Changes

The Manager of Human Resources is responsible for coordinating updates to the Classification Salary Range table and Special Compensation table.

- A revised Classification Salary Range table and Special Compensation table are included in the Draft Program Budget, typically presented to the Board in March each year.

- The Classification Salary Range table and Special Compensation table are presented to the Board for approval in conjunction with the Board's consideration of the Final Program Budget in May or June each year (see below).

For each update of the Classification Salary Range table and Special Compensation table, the Manager of Human Resources shall

- Maintain an ongoing list of required or recommended updates to the two tables. Notes regarding updates and/or areas for review are typically maintained within 'working versions' of the documents throughout the year which are kept within the HR Program folder on the main network drive (currently the X:\ drive).
- Incorporate recommended changes resulting from market-based Salary Range or Compensation studies, other reviews of the agency's compensation program.
- Incorporate changes resulting from the review of special compensation policies, typically conducted with the annual review and update to the Employee Handbook, into the Special Compensation table.
- Coordinate the review of proposed changes to the Classification Salary Range table and Special Compensation table with the Director of Organization Effectiveness and Senior Leadership Team.
- Obtain written approval from the Executive Director for the proposed Classification Salary Range table and Special Compensation table prior to inclusion in Draft or Final Program Budget documents or in staff reports seeking action by the Board for mid-year changes to the tables.

Board Review and Approval

The Manager of Human Resources, with oversight from the Director of Organization Effectiveness, is responsible for coordinating the Board's consideration and approval of the Classification Salary Range table and Special Compensation table each year.

- Both tables are included in the Draft and Final Program Budget document, specifically in the chapter pertaining to Human Resources/Personnel.
- The resolution adopted by the Board to approve the Program Budget shall contain language referencing the Classification Salary Range table and Special Compensation table and the Board's adoption in compliance with 2 CCR § 570.5, 571(b), and 571.1.

The Manager of Human Resources, with oversight from the Director of Organization Effectiveness, shall seek Board approval for any significant mid-year changes to the Classification Salary Range table. Such action may occur as a stand-alone agenda item or may be part of a broader action taken by the Board.

Communication of Approved Classification Salary Range and Special Compensation Tables

Prior to the effective date of the Classification Salary Range table and Special Compensation table, or within 30 days' of the Board's approval of the tables, whichever is latest, the Manager of Human Resources shall

- Post the approved Classification Salary Range table and Special Compensation table to the Careers section of the SANDAG website for access by the public

- Place a copy of the approved Classification Salary Range table and Special Compensation table at the main reception desk
- Post the approved Classification Salary Range table and Special Compensation table to the internal SANDAG SharePoint Intranet site for reference by employees

Recordkeeping

The Manager of Human Resources shall

- Maintain records documenting the preparation, review, and the Executive Director's approval of the proposed Classification Salary Range table and Special Compensation table changes.
- Maintain the current Classification Salary Range table and Special Compensation table, and at least five years of prior approved versions.

The SANDAG Clerk of the Board is responsible for maintaining staff reports, records of adopted Board resolutions, and other related documents pertaining to the Board's consideration and approval of the Classification Salary Range table and Special Compensation table.

Notes

During a consultation with CalPERS in April 2021, staff were advised that

- the Board-approved Special Compensation table meets the requirements for special compensation items to be "contained in a written labor policy or agreement" and "duly approved and adopted by the employer's governing body." (Per 2 CCR § 571(b) and 571.1)
- the Board's consideration of the Classification Salary Range table and/or Special Compensation table does not need to be a separate agenda item.

The Employee Handbook and the Special Compensation table reflect identical language regarding the items of special compensation provided to employees.

Handbook References

- Section 6.10: Agency Holidays (an item of special compensation)
- Section 7.13: Shift Differential Pay (an item of special compensation)
- Section 10.2: Classification Salary Range Table
- Policy: Delegation of Authority by the Executive Director

This document was reviewed and approved by
Melissa Coffelt, Director of Organization Effectiveness, on May 28, 2021

Effective date: June 2021

Revision date/s: None



Acknowledgement: Classification Salary Range and Special Compensation Tables

On an annual basis, the employees holding the positions shown in bold text below and who are responsible for preparation and presentation of the Classification Salary Range table and Special Compensation table to the SANDAG Board of Directors, shall review and acknowledge their understanding of the related policies and procedures. Completed acknowledgement forms shall be maintained by the Manager of Human Resources.

Positions and Responsibilities

- The **Executive Director** is responsible for establishing administrative rules and regulations for agency personnel functions. (SANDAG Bylaws; SANDAG Board Policy 017: Delegation of Authority), and for approving staff's proposed changes to the Classification Salary Range table and Special Compensation table and seeking Board approval.
- The Senior Leadership Team (including the **Chief Capital Programs and Regional Services Officer, Chief Operating Officer, and Chief Planning and Innovation Officer**) is responsible for providing operational input and reviewing proposed changes to the Classification Salary Range table and Special Compensation table.
- The **Director of Organization Effectiveness** is responsible for overseeing actions and activities related to obtaining Board approval of the Classification Salary Range table and Special Compensation table.
- The **Manager of Human Resources** is responsible for maintaining the Classification Salary Range table and Special Compensation table in accordance with applicable agency policies.

Acknowledgement

By signing below, I confirm I have reviewed the Classification Salary Range table and Special Compensation table procedure guide developed and maintained by Human Resources and understand my role and responsibility with respect to preparing and presenting the Classification Salary Range table and Special Compensation table to the Board of Directors.

Position:

- | | |
|--|--|
| <input type="radio"/> Executive Director | <input type="radio"/> Chief Capital Programs and Regional Services Officer |
| <input type="radio"/> Chief Operating Officer | <input type="radio"/> Chief Planning and Innovation Officer |
| <input type="radio"/> Director of Organization Effectiveness | <input type="radio"/> Manager of Human Resources |

Name: _____ Signature: _____ Date: _____

Acknowledgement: Classification Salary Range and Special Compensation Tables

On an annual basis, the employees holding the positions shown in bold text below and who are responsible for preparation and presentation of the Classification Salary Range table and Special Compensation table to the SANDAG Board of Directors, shall review and acknowledge their understanding of the related policies and procedures. Completed acknowledgement forms shall be maintained by the Manager of Human Resources.

Positions and Responsibilities

- The **Executive Director** is responsible for establishing administrative rules and regulations for agency personnel functions. (SANDAG Bylaws; SANDAG Board Policy 017: Delegation of Authority), and for approving staff's proposed changes to the Classification Salary Range table and Special Compensation table and seeking Board approval.
- The Senior Leadership Team (including the **Chief Capital Programs and Regional Services Officer, Chief Operating Officer, and Chief Planning and Innovation Officer**) is responsible for providing operational input and reviewing proposed changes to the Classification Salary Range table and Special Compensation table.
- The **Director of Organization Effectiveness** is responsible for overseeing actions and activities related to obtaining Board approval of the Classification Salary Range table and Special Compensation table.
- The **Manager of Human Resources** is responsible for maintaining the Classification Salary Range table and Special Compensation table in accordance with applicable agency policies.

Acknowledgement

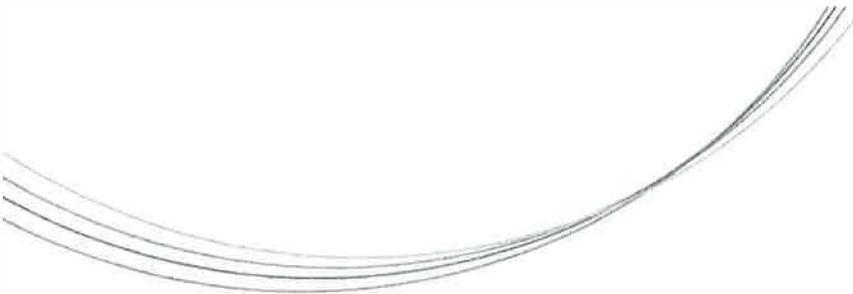
By signing below, I confirm I have reviewed the Classification Salary Range table and Special Compensation table procedure guide developed and maintained by Human Resources and understand my role and responsibility with respect to preparing and presenting the Classification Salary Range table and Special Compensation table to the Board of Directors.

Position:

- Executive Director
 Chief Capital Programs and Regional Services Officer
 Chief Operating Officer
 Chief Planning and Innovation Officer
 Director of Organization Effectiveness
 Manager of Human Resources

Name: Hasan Ikhraha

Signature: [Handwritten Signature] Date: 6/24/2021



Acknowledgement: Classification Salary Range and Special Compensation Tables

On an annual basis, the employees holding the positions shown in bold text below and who are responsible for preparation and presentation of the Classification Salary Range table and Special Compensation table to the SANDAG Board of Directors, shall review and acknowledge their understanding of the related policies and procedures. Completed acknowledgement forms shall be maintained by the Manager of Human Resources.

Positions and Responsibilities

- The **Executive Director** is responsible for establishing administrative rules and regulations for agency personnel functions. (SANDAG Bylaws; SANDAG Board Policy 017: Delegation of Authority), and for approving staff's proposed changes to the Classification Salary Range table and Special Compensation table and seeking Board approval.
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Position:

- | | |
|--|---|
| <input type="radio"/> Executive Director | <input checked="" type="radio"/> Chief Capital Programs and Regional Services Officer |
| <input type="radio"/> Chief Operating Officer | <input type="radio"/> Chief Planning and Innovation Officer |
| <input type="radio"/> Director of Organization Effectiveness | <input type="radio"/> Manager of Human Resources |

Name: 

Signature:  Date: 6-24-21



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Name: _____ Signature: _____ Date: _____

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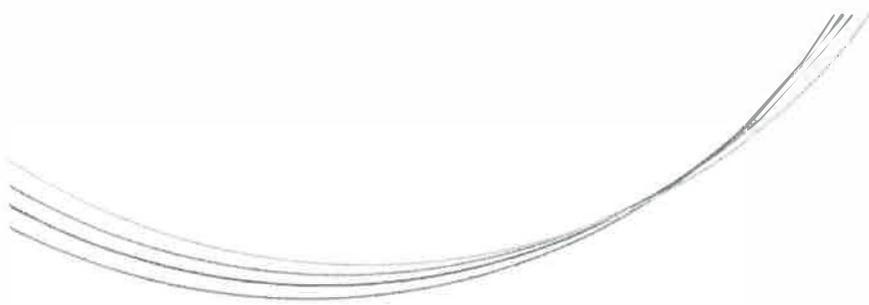
Position:

- | | |
|--|--|
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| <input type="radio"/> Chief Operating Officer | <input checked="" type="radio"/> Chief Planning and Innovation Officer |
| <input type="radio"/> Director of Organization Effectiveness | <input type="radio"/> Manager of Human Resources |

Name: KAY TRAYNOR

Signature: [Handwritten Signature] Date: 06-21-21

Classification Salary Range and Special Compensation Tables



Acknowledgement: Classification Salary Range and Special Compensation Tables

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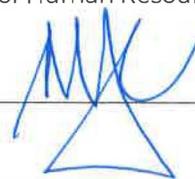
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Position:

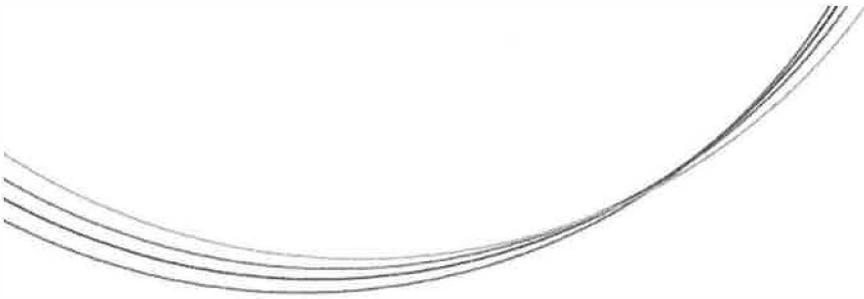
- | | |
|---|--|
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| <input type="radio"/> Chief Operating Officer | <input type="radio"/> Chief Planning and Innovation Officer |
| <input checked="" type="radio"/> Director of Organization Effectiveness | <input type="radio"/> Manager of Human Resources |

Name: Melissa Coffelt

Signature: 

Date: 6/24/2021

Classification Salary Range and Special Compensation Tables



Acknowledgement: Classification Salary Range and Special Compensation Tables

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| <input type="radio"/> Chief Operating Officer | <input type="radio"/> Chief Planning and Innovation Officer |
| <input type="radio"/> Director of Organization Effectiveness | <input checked="" type="radio"/> Manager of Human Resources |

Name: Rachel Nycholat Signature: Rachel Nycholat Date: 6/24/2021

6/25/2021

San Diego Association of Governments (SANDAG) Salary Range Study Final Report

SUBMITTED BY:
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I. Introduction

CPS HR Consulting (CPS HR) was retained by the San Diego Association of Governments (SANDAG) to conduct a salary range study for (42) benchmark classifications. The study's objective was to determine and evaluate the competitiveness of the SANDAG's salary ranges relative to other public agencies and, to the extent possible, the private sector. In addition, this study is meant to assist SANDAG in determining appropriate salary ranges for SANDAG positions in order to achieve 'market' pay rates and help enable SANDAG to be on course to becoming a 'market leader' in the industry. Further, the salary range study is helping to identify changes to the SANDAG salary structure that will strengthen program administration. To achieve this, a labor market of (15) labor market agencies were identified but only (14) agencies responded, and base salary data was collected and analyzed.

In addition, CPS HR used data from the Economic Research Institute (ERI) to provide an indication of what the private sector pays for positions that are similar to those at SANDAG. ERI compiles robust salary, cost of living, and other supporting information with updated market data for more than 1,100 industry sectors and includes a blend of private sector and public agency data. CPS HR looked at various elements of a job to determine if it is an appropriate comparison to the SANDAG job before capturing any salary range data. Typical factors include scope and complexity of job responsibilities, education requirements and credentials, minimum years of experience, reporting relationships, and more. Jobs are not compared by simply looking at job titles.

This salary range study report contains the project scope and work plan, describes the methodologies utilized in data collection and analysis and provides results for all survey classifications. The data for this report was collected from December 2020 through February 2021. For consistency in labor market comparisons, all labor market salary data is represented as of December 1, 2020.

SANDAG's classification-specific results are summarized in [Section IV](#) of this report. Survey results for each individual benchmark classification are presented in [Appendix A](#).

SANDAG Compensation Program Goals

- To pay all employees fairly, while balancing a wide variety of important internal and external factors aligned to our priorities and culture as an organization.
- To ensure pay equity among employees who are assigned similar types of work while considering factors such as experience, qualifications, and performance on the job.
- To establish and maintain a pay structure that is competitive with the market, with the market broadly defined to include other public agencies as well as the private sector.
- To create strong links between pay and performance and providing rewards to employees that are commensurate with their contributions and impact on the organization.
- To reward demonstration of agency values such as inclusion, collaboration and innovation, and professional growth and development.
- To make compensation decisions in a transparent and consistent manner, which can be understood by employees.
- It is important to note that, this salary range study is just one of the several activities SANDAG has planned or is underway that is intended to strengthen the overall compensation program.

II. Project Scope and Work Plan

To complete the salary range study, CPS HR completed the following tasks:

- Internal Project Team Kick-off Meeting-November 5, 2020.
- Executive Team Kick-off Meeting-November 19, 2020.
- All Hands Employee Meeting(s)-December 3, 2020, and May 6, 2021.
- Reviewed SANDAG's background materials, including classification specifications, salary schedules, position control documents, policies, MOUs, and organization charts.
- CPS HR developed a data collection method and online survey instrument.
- Provided information regarding possible labor market agencies.
- Received confirmation from SANDAG regarding (15) labor market agencies and (42) benchmark classifications to be surveyed on December 2, 2020.
- CPS HR staff met with Directors (Ray Major, Chief Data Analytics Officer/Chief Economist, James Dreisbach-Towle, Director of Business Information & Technology Services, and Irene McCormack, Director of Strategic Communications, and various department Managers) to learn more about their departments, recruiting challenges, current classifications, new proposed classifications, departmental structure, and new revisions to classification specifications-December 7-11, 2020.
- CPS HR determined that the most expeditious way of obtaining data was to gather as much information as possible from online sources and then follow up with the surveyed agency to validate data and complete missing information.
- Researched salary data from the respective labor market agencies, including salary schedules, classification specifications, budgets, MOUs, and position control documents where available. CPS HR followed through with agencies to request further information or clarification on job matching.
- Prepared and sent a job matching review spreadsheet with rationale for job matches to SANDAG on February 19, 2021, for review and feedback. CPS HR addressed feedback regarding the job matches and made some revisions to the job matches. CPS HR sent a revised job matching review summary to SANDAG on March 13, 2021.
- Conducted a salary survey for benchmark classifications using the Economic Research Institute (ERI) to survey a blend of private sector and public agency data. Provided SANDAG with an ERI salary survey summary, including individual job summaries on March 3, 2021.
- Prepared and sent a salary survey summary and individual salary survey datasheets for each individual benchmark to SANDAG on March 15, 2021, for review and feedback.
- As part of the current Salary Range Study, CPS HR was asked to make recommendations about the design of the agency's overall salary structure (the number of salary ranges, the width of the ranges, the separation between ranges, and which positions are assigned to each range based on market data and factors like the complexity of the role, scope of responsibilities, impact to the agency's work program, etc.). These recommendations will be included in the final report.

- CPS HR will also recommend pay practices (how starting salaries are set, how merit and promotional increases are determined, how equity is maintained, etc.) that support the agency’s market-leader compensation goal. These recommendations should help to strengthen SANDAG’s compensation program. These recommendations will be included in the final report.
- CPS HR submitted a draft report to SANDAG on May 10, 2021 for client review and feedback.
- CPS HR submitted a final report on June 25, 2021.

III. Salary Range Study Parameters

The first step in conducting a base salary range survey is to determine the basic parameters for the survey. These parameters included:

- Confirmation of the labor market position
- Identifying (15) labor market agencies (comparable public agencies)
- Surveying (42) benchmark classifications
- Survey scope

Labor Market Position

CPS HR provides a labor market data analysis based on the median of the market. The labor market median, which is described as the “middle” of the market, is the data point at which half of the complete range of data (excluding SANDAG’s data) is higher, and half of the complete range of data (excluding SANDAG’s data) is lower. The median is a common market position, particularly in smaller data sets, because the data is less likely to be skewed by high and low payers in the market. There are three labor market positions: lead the market, meet the market, and lag the market. Leading the market is aligning your pay parameters and positions your pay parameters higher than the market (i.e., 60th percentile or 70th percentile); Lagging the market would be positioning your pay parameters below the market (i.e., 40th percentile); Meeting the market is positioning your pay parameters at the median of the market.

Labor Market Agencies

SANDAG identified the following (15) labor market agencies for the study presented below.

1. Alameda Contra Costa Transit District
2. Cal Trans
3. City of San Diego
4. County of San Diego
5. Los Angeles Metropolitan Transportation Authority
6. Metropolitan Transportation Commission
7. Metropolitan Transit System (MTS)*

8. North County Transit District
9. Orange County Transportation Authority
10. Port of San Diego
11. Sacramento Area Council of Governments
12. San Diego County Regional Airport Authority
13. San Diego County Water Authority
14. Santa Clara Valley Transportation Authority
15. Southern California Association of Governments

** Metropolitan Transit System (MTS) was an identified labor market agency but did not respond to the survey.*

Benchmark Classifications

SANDAG identified the (42) benchmark classifications for the study as presented below, and summary descriptions for each were based on the current classification specifications provided and approved by SANDAG. Approximately half of SANDAG's full-time employees fall into the identified benchmark classifications that were selected in this study. CPS HR's whole job analysis methodology is described below and outlines all allocation factors considered when job matching.

- Accountant Associate
- Accounting Specialist III
- Business Analyst Associate
- Chief Financial Officer
- Chief Operations Officer
- Communications Manager
- Contracts and Procurement Analyst Associate
- Customer Service Representative
- Customer Service Supervisor
- Deputy General Counsel
- Document Processing Specialist III
- Engineer Associate
- Engineering and Construction, Director II
- Finance Manager
- Graphic Designer Associate
- Human Resources Analyst Associate
- Information Systems Analyst Associate
- Information Systems Manager
- Landscape Maintenance Technician
- Manager of Contracts and Procurement
- Manager of Regional Models
- Office Services Specialist III
- Principal Engineer
- Principal Regional Planner
- Programmer Analyst Associate
- Public Communications Officer Associate
- Regional Planner Associate

- Regional Planning, Director II
- Research Analyst Associate
- Senior Business Analyst
- Senior Contracts and Procurement Analyst
- Senior Data Scientist*
- Senior Engineer
- Senior Executive Assistant
- Senior GIS Analyst
- Senior Information Systems Analyst
- Senior Programmer Analyst
- Senior Regional Planner
- Senior Research Analyst
- Senior Researcher and Modeler
- Senior Software Engineer*
- Strategic Communications, Director II

**Denotes the new proposed classification.*

Survey Data Collection Scope

Comparable Classifications – Classification Matching

When conducting a salary range survey, the intent is to provide general market trends by comparing the span of control, duties and responsibilities, knowledge, skill, and ability requirements to determine whether these are comparable enough to utilize as a match. With a balanced labor market and the use of whole job analysis, it is reasonable to assume that while some matches will have slightly higher responsibilities and some matches will have slightly lower responsibilities, the overall scope of duties and responsibilities of the combined matches will be balanced.

In the process of matching comparable classifications from other agencies, CPS HR does not only rely on classification specifications. CPS HR references position control documents, where available, to specifically identify which classification and level of classification perform the duties of SANDAG’s classification. This is particularly relevant to non-supervisory, non-management classifications where there are multi-level classifications within the series matched from the other agencies. In addition, budgets or other fiscal tools facilitating series progression through multiple levels may provide greater flexibility in the use of the classification structure that is evident in the content of the classification specification. To the extent possible, CPS HR identifies the operational use of a classification in determining whether it is a comparable job match.

Comparable Classifications – Required Number of Comparable Classifications

CPS HR’s best practice is to utilize benchmark positions that have at least a minimum of three (3) classification matches to be analyzed. In most studies, it is common to have some classes for which limited market data exists.

There are many reasons a benchmark class may not have enough comparable data, including:

- Differences in the delivery of services.
- Differences in the span of control.
- Differences in organizational structure.
- Differences in operational size.

- The classification is not commonly found in other agencies.
- Agency does not provide that service.
- Agency has a comparable classification, but the classification is not being used.

Internal Equity Considerations – Insufficient Number of Comparable Classifications

Because a compensation plan is developed through the analysis of external market data and internal relationships, the absence of sufficient labor market data for a particular classification does not mean that no salary recommendation can be developed since many salary recommendations are ultimately based upon internal equity with other classes.

IV. Salary Range Survey Results

Compensation Results

SANDAG’s overall position within the labor market is presented in salary datasheets reflected in Appendix A. A summary of the results included in Table 2 is described below.

- [Appendix A](#) presents all study benchmark classification results.

Benchmark Comparable Classification Requirement

A majority of the (42) benchmark classifications met the requirement of a minimum of (3) comparable matching classifications, except for (1) benchmark (Document Processing Specialist III) that came back with insufficient matches. Since this benchmark did not have at least three matching classifications, it was placed within the pay structure based on the internal relationship between SANDAG jobs.

Labor Market Response

CPS HR was able to obtain data from all labor market agencies. Fourteen out of the (15) identified comparator agencies listed above participated in the study. Metropolitan Transit System (MTS) was an identified labor market agency, but they did not respond to the survey.

Labor Market Position by Classification

This section provides a summary of SANDAG’s position within the labor market by classification. Table 2 illustrates the following information for each classification.

- The agency's classification title.
- The number of comparable classifications.
- The agency’s control points of monthly salary (minimum, midpoint, maximum) for the survey classifications.
- The labor market median and mean of the control points which is calculated using the same control point for each of the comparable classes; that range of data is then computed to provide the median or mean amount. The agency's salary is not included in the median and mean calculation.

- The percentage of the agency's control points are above or below the median and mean of the labor market; these numbers indicate what percentage of the Agencies salary is required to move it up or down to the market median or mean.

Reporting Definitions

The term “No Comparable Class” (NCC) is used if CPS HR did not find a comparable classification within an agency to a specific benchmark classification.

The term “Data Not Available” (DNA) is used when CPS HR could not obtain the required data from an agency after numerous attempts.

Table 2: Agency Percent (%) Above/Below Labor Market Medians by Benchmark Classification

*A positive variance means that the Labor Market salaries are higher than SANDAG's salaries, and the agency would need to increase salaries by the indicated percentage to reach the Labor Market. Conversely, a negative (-) variance indicates the percentage that SANDAG is above the Labor Market.

Classification Title	# of Matches	Base Salary Min	Base Salary Mid	Base Salary Max	Labor Market Base Salary Minimum	Labor Market Base Salary Midpoint	Labor Market Base Salary Maximum	Market Variance from Min	Market Variance from Mid	Market Variance from Max
Accountant Associate	14	\$4,832.00	\$6,161.00	\$7,490.00	\$6,449.57	\$7,490.31	\$8,308.88	33.48%	21.58%	10.93%
Accounting Specialist III	12	\$3,434.00	\$4,378.50	\$5,323.00	\$4,535.68	\$5,412.94	\$5,792.87	32.08%	23.63%	8.83%
Business Analyst Associate	13	\$4,832.00	\$6,161.00	\$7,490.00	\$5,149.00	\$6,004.21	\$7,120.53	6.56%	-2.54%	-4.93%
Chief Financial Officer	11	\$14,008.00	\$17,860.50	\$21,713.00	\$17,000.00	\$20,497.54	\$23,978.00	21.36%	14.76%	10.43%
Chief Operations Officer	11	\$15,409.00	\$19,646.50	\$23,884.00	\$15,685.33	\$19,288.55	\$22,285.24	1.79%	-1.82%	-6.69%
Communications Manager	14	\$7,497.00	\$9,558.50	\$11,620.00	\$9,381.50	\$11,194.61	\$12,745.45	25.14%	17.12%	9.69%
Contracts and Procurement Analyst Associate	12	\$4,832.00	\$6,161.00	\$7,490.00	\$5,235.00	\$6,315.82	\$7,537.67	8.34%	2.51%	0.64%
Customer Service Representative	11	\$2,609.00	\$3,326.50	\$4,044.00	\$3,893.06	\$4,511.87	\$5,309.20	49.22%	35.63%	31.29%
Customer Service Supervisor	8	\$3,786.00	\$4,827.50	\$5,869.00	\$5,469.88	\$6,879.61	\$8,289.34	44.48%	42.51%	41.24%
Deputy General Counsel	11	\$10,525.00	\$13,419.00	\$16,313.00	\$13,071.08	\$16,124.43	\$18,526.16	24.19%	20.16%	13.57%
Document Processing Specialist III	1	\$3,786.00	\$4,827.50	\$5,869.00	\$3,682.50	\$4,511.09	\$5,339.67	-2.73%	-6.55%	-9.02%
Engineer Associate	9	\$5,874.00	\$7,489.00	\$9,104.00	\$7,392.67	\$8,235.94	\$9,079.20	25.85%	9.97%	-0.27%
Engineering and Construction, Director II	9	\$12,735.00	\$16,237.00	\$19,739.00	\$10,892.58	\$14,261.00	\$17,513.00	-14.47%	-12.17%	-11.28%
Finance Manager	14	\$8,678.00	\$11,064.50	\$13,451.00	\$8,840.30	\$10,283.17	\$12,428.08	1.87%	-7.06%	-7.60%
Graphic Designer Associate	10	\$4,383.00	\$5,588.50	\$6,794.00	\$5,119.64	\$6,121.25	\$7,122.87	16.81%	9.53%	4.84%
Human Resources Analyst Associate	14	\$4,832.00	\$6,161.00	\$7,490.00	\$5,878.14	\$7,363.96	\$8,185.09	21.65%	19.53%	9.28%
Information Systems Analyst Associate	11	\$5,594.00	\$7,132.50	\$8,671.00	\$6,352.50	\$7,428.13	\$8,885.07	13.56%	4.14%	2.47%
Information Systems Manager	10	\$7,872.00	\$10,036.50	\$12,201.00	\$9,901.02	\$12,184.94	\$13,442.94	25.78%	21.41%	10.18%
Landscape Maintenance Technician	4	\$2,609.00	\$3,326.50	\$4,044.00	\$3,385.40	\$3,694.38	\$4,003.37	29.76%	11.06%	-1.00%
Manager of Contracts and Procurement	13	\$8,678.00	\$11,064.50	\$13,451.00	\$9,137.00	\$11,299.39	\$12,833.00	5.29%	2.12%	-4.59%

Classification Title	# of Matches	Base Salary Min	Base Salary Mid	Base Salary Max	Labor Market Base Salary Minimum	Labor Market Base Salary Midpoint	Labor Market Base Salary Maximum	Market Variance from Min	Market Variance from Mid	Market Variance from Max
Manager of Regional Models	5	\$8,265.00	\$10,538.00	\$12,811.00	\$10,639.63	\$12,845.50	\$15,083.87	28.73%	21.90%	17.74%
Office Services Specialist III	10	\$3,115.00	\$3,971.50	\$4,828.00	\$3,803.81	\$4,494.54	\$5,185.27	22.11%	13.17%	7.40%
Principal Engineer	9	\$8,678.00	\$11,064.50	\$13,451.00	\$9,661.20	\$12,066.63	\$14,109.33	11.33%	9.06%	4.89%
Principal Regional Planner	8	\$7,497.00	\$9,558.50	\$11,620.00	\$8,481.20	\$9,853.14	\$11,473.80	13.13%	3.08%	-1.26%
Programmer Analyst Associate	9	\$6,168.00	\$7,864.00	\$9,560.00	\$6,838.00	\$8,053.93	\$9,448.03	10.86%	2.42%	-1.17%
Public Communications Officer Associate	14	\$4,832.00	\$6,161.00	\$7,490.00	\$5,565.22	\$7,086.56	\$8,308.88	15.17%	15.02%	10.93%
Regional Planner Associate	12	\$5,328.00	\$6,793.00	\$8,258.00	\$6,030.64	\$6,963.23	\$8,286.38	13.19%	2.51%	0.34%
Regional Planning, Director II	8	\$12,735.00	\$16,237.00	\$19,739.00	\$11,344.97	\$13,801.97	\$17,100.17	-10.92%	-15.00%	-13.37%
Research Analyst Associate	8	\$5,328.00	\$6,793.00	\$8,258.00	\$6,337.85	\$7,294.02	\$8,186.03	18.95%	7.38%	-0.87%
Senior Business Analyst	13	\$6,476.00	\$8,257.00	\$10,038.00	\$5,957.00	\$7,405.67	\$9,013.67	-8.01%	-10.31%	-10.20%
Senior Contracts and Procurement Analyst	12	\$6,168.00	\$7,864.00	\$9,560.00	\$6,576.52	\$7,972.48	\$9,310.61	6.62%	1.38%	-2.61%
Senior Data Scientist	5	N/A	N/A	N/A	\$7,141.34	\$8,757.67	\$10,374.00	N/A	N/A	N/A
Senior Engineer	9	\$7,497.00	\$9,558.50	\$11,620.00	\$8,569.60	\$9,650.34	\$11,578.75	14.31%	0.96%	-0.35%
Senior Executive Assistant	9	\$5,328.00	\$6,793.00	\$8,258.00	\$6,075.25	\$7,034.33	\$8,004.57	14.02%	3.55%	-3.07%
Senior GIS Analyst	7	\$6,476.00	\$8,257.00	\$10,038.00	\$6,437.60	\$7,800.01	\$8,800.00	-0.59%	-5.53%	-12.33%
Senior Information Systems Analyst	11	\$6,800.00	\$8,670.00	\$10,540.00	\$8,119.00	\$9,499.50	\$10,781.33	19.40%	9.57%	2.29%
Senior Programmer Analyst	8	\$7,140.00	\$9,103.50	\$11,067.00	\$7,658.65	\$9,191.70	\$10,775.88	7.26%	0.97%	-2.63%
Senior Regional Planner	10	\$6,476.00	\$8,257.00	\$10,038.00	\$7,048.54	\$7,938.76	\$9,385.41	8.84%	-3.85%	-6.50%
Senior Research Analyst	4	\$6,476.00	\$8,257.00	\$10,038.00	\$6,285.44	\$7,676.50	\$8,765.47	-2.94%	-7.03%	-12.68%
Senior Researcher and Modeler	5	\$7,140.00	\$9,103.50	\$11,067.00	\$7,893.00	\$8,743.50	\$9,594.00	10.55%	-3.95%	-13.31%
Senior Software Engineer	6	N/A	N/A	N/A	\$8,523.67	\$9,937.19	\$11,298.78	N/A	N/A	N/A
Strategic Communications, Director II	10	\$12,735.00	\$16,237.00	\$19,739.00	\$13,900.04	\$17,209.06	\$19,873.05	9.15%	5.99%	0.68%

Labor Market Position Agency Wide

The percentage in the labor market varies based on whether the reference is the market mean (average) or market median (mid-point). The market median tends to be a more stable representation of trends in the market since it eliminates high and low payers, which can skew data and outcomes. For this reason, CPS HR's methodology is to use the market median and midpoint salary for compensation considerations and salary recommendations.

When looking at a summary of the collected data was that there was no consistent theme in how SANDAG's salary ranges compared to the market.

- SANDAG is below the labor market median or 50% percentile for about half or (29) benchmark classifications and of those (19) benchmark classifications are over 5% below the market median, meaning SANDAG's current salary ranges are lower (public sector = 19/42; ERI = 22/42).
- Some benchmarks were found to be "at market" meaning the existing SANDAG salary ranges are similar to what the market is paying (public sector = 16/42; ERI = 9/42).
- Some benchmarks were "above market" – meaning SANDAG's current rates are higher than what other organizations are paying (public sector= 7/42; ERI = 5/42).

V. Recommendations

CPS HR has provided salary range and pay equity recommendations for the benchmark classifications in [Appendix B](#) based on the labor market median. CPS HR has also identified misalignments and proposed grade changes to maintain the proper internal relationships between classification levels. When salary compaction is identified, internal equity is factored into a pay grade recommendation, and CPS HR proposed an appropriate pay grade regardless of the labor market findings.

Using the market (midpoint) calculation, each benchmark was assigned to a salary range. After all (42) benchmarks were assigned to a salary range, SANDAG then looked at the remaining positions in the job family for the benchmarks and determined appropriate salary ranges. Part of the process for determining range assignments for positions in a job family is to make sure there is appropriate range separation between levels of positions (e.g., the number of salary ranges between different positions). Depending on levels of positions and market pay rates, the differences between levels of positions in a job family fell anywhere from 10% to 30%. After the benchmarked positions and their job families were assigned to ranges, SANDAG then considered all the remaining positions (to be allocated to the appropriate salary ranges). Collaboratively, CPS HR and SANDAG reviewed how positions have been traditionally "grouped" together, based on factors such as complexity of the work, the scope of responsibilities, impact to the agency's work program, etc., to determine if changes were warranted.

In some cases, positions have been reallocated to higher-level salary ranges to follow the market data for one of the benchmarks.

- For example, CPS HR did not benchmark the Associate Marketing Analyst. However, because the complexity, responsibilities, etc., are like those of the Associate Public Communications Officer, this position was allocated to the same range.

In some cases, positions have been reallocated to higher-level salary ranges to reflect newer levels of complexity and responsibility relative to the agency's work program.

- For example, the positions in the Government Relations job family have been aligned to those in the Regional Planner job family.

CPS HR suggested that SANDAG consider using both public sector and ERI (private sector) data when calculating the average or median pay rate for each of the benchmarks. CPS HR used a "weighted" approach to give more 'credit' for public sector pay rates vs. ERI pay rates – depending on where SANDAG gains or loses talent. See below for additional information related to the salary range recommendations and proposed salary range table:

- An 80%/20% mix was used for all benchmarks, with 80% representing the source of talent.
- For positions typically recruited from or lost to the public sector, public sector data weighted more heavily.
- For positions typically recruited from or lost to the private sector, ERI data was weighted more heavily.
- These calculations resulted in a market mid-point for each benchmark, which was then used to determine the appropriate salary range.
- CPS HR recommended initial weightings that were discussed with SANDAG and adjusted based on SANDAG's recruitment/turnover experience. By using this method, it is a sound and reliable methodology for public agencies wanting to acknowledge the labor market is wider than just the public sector.
- Recommendations for the FY 2022 Salary Range Table include structural changes to the salary ranges at levels 101 through 110. These include establishing 5% differences between mid-points, consistent with the rest of the table, as well as establishing a 45% range spread (the difference between the minimum and maximum of the range); all other salary ranges have a 55% range spread. The 45% range spread is more appropriate for administrative and operational positions and has the effect of increasing the range minimum.
- The existing salary range table has been updated to reflect the new salary range structure recommended by CPS HR; changes include:
 - Renaming of the Class Numbers (from 101 to 143).
 - Establishing the structure by using \$15/hour as the starting point for the range minimum for Class No. 101.
 - Retaining a range separation of 5% (that is, 5% between the mid-points of each range).
 - Establishing a 45% range spread through Class No. 110, and a 55% range spread for all other levels (referred to as a fan design).
 - Salary range allocations for roles within the job family for benchmarked positions have been proposed by SANDAG staff.
 - Salary range allocations for roles similarly valued internally to the benchmarked positions have been proposed by SANDAG staff.

Implementation of Program

Implementation of salary recommendations is dependent on further discussion internally by SANDAG about the agency's financial climate and the sustainability of salary increases. Some factors to consider are compounded labor costs associated with benefits plans and employer contributions, the initial placement of employees within

revised salary ranges, a written policy for movement of employees through the salary ranges over time (e.g., annual performance evaluations and percentage of increase), and overall fiscal impact of implementation today and in the future.

SANDAG will be better positioned to consider an implementation strategy based on the salary range study results reflected in this report.

With respect to the implementation of a pay program, we believe it is important to consider the impact of salary range changes both on SANDAG's financial resources and the well-being of employees. In order to ease the burden on both, we suggest the following:

- SANDAG should consider an implementation plan which extends over a reasonable period of time for those employees whose pay rates are found to be significantly below the labor market. It is quite common for public sector organizations to consider an implementation period of a few years in order to ease the financial burden in any given year. This requires agreeing on a plan based on the priority level of classifications that are lagging in the labor market based on the results of this study.
- The second step would be reviewing the employee's pay rates that are significantly below the labor market and addressing these in the future budget cycles.
- It is recommended that no employee be reduced in pay as a result of the salary range study. Our recommendations typically do not place classes at lower pay levels, even in cases where the market survey suggests differently. CPS HR can discuss approaches for lowering an employees pay if that is SANDAG management's objective.

Comparison between this Salary Range Study and those CPS HR has done previously on behalf of SANDAG?

- Greater emphasis was placed on recognizing both public agencies and the private sector as SANDAG's market. For the first time, SANDAG fully incorporated ERI private sector data into the calculation of market pay rates and subsequently into the salary ranges for our positions.
- The methodology for gathering data was similar to past studies. However, a new process to determine the 'market rate' for each benchmark was used.
- Rather than taking a 'blanket' approach to salary range increases, each position has been considered and aligned to market rates.
- To demonstrate "transparency" and "openness," more information was shared with employees as the study got underway with an All Hands Meeting and presentation by CPS HR to employees in December 2020, and again in May 2021 to share the results, recommendations and to address employee's questions.

VI. Next Steps

This salary range study report provides detailed information concerning the scope of the project, the methodology used to complete the salary range study, as well as the results of the study, which show where SANDAG is positioned in comparison to the labor market. SANDAG should consider its competitive position in the labor market and the ability to recruit, retain, and reward employees now and in the future.

There has been considerable time and effort invested in determining the relative value of each benchmark and the total number of classifications in the overall SANDAG salary structure. We suggest that this program be continued and maintained on a regular basis. CPS HR suggests that SANDAG conduct a review of the overall classification structure, individual position allocations and update classification specifications on a regular basis at least every (5) years. In addition, CPS HR recommends that a comprehensive salary survey be conducted every (3) to (5) years.

As a follow-up to the salary range study, CPS HR will help SANDAG update the tools and processes used to evaluate employee pay rates for both market and internal equity and assist with preparing recommendations for pay adjustments for individual employees, for management's consideration, to make progress toward achieving pay equity.

Should you require any further information or have questions and comments with respect to this report, please do not hesitate to contact Suzanne Ansari at sansari@cpsr.us.

Appendix A: Individual Benchmark Datasheets

Client Benchmark: Accountant Associate

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Accountant Associate	\$4,832.00	\$6,161.00	\$7,490.00	55.01%
Alameda Contra Costa Transit District	Financial Analyst	\$6,773.08	\$7,428.13	\$8,083.17	19.34%
Cal Trans	Accounting Administrator I - Specialist	\$5,827.00	\$6,560.50	\$7,294.00	25.18%
City of San Diego	Finance Analyst III	\$6,886.00	\$8,030.50	\$9,175.00	33.24%
County of San Diego	Senior Accountant	\$6,049.33	\$6,738.33	\$7,427.33	22.78%
Los Angeles Metropolitan Transportation Authority	Accountant	\$4,747.60	\$5,934.07	\$7,120.53	49.98%
Metropolitan Transportation Commission (MTC)	Accountant/Auditor II	\$7,537.24	\$8,548.29	\$9,559.33	26.83%
North County Transit District	Senior Accountant	\$5,031.00	\$6,288.50	\$7,546.00	49.99%
Orange County Transportation Authority	Accountant	\$4,702.54	\$5,764.21	\$6,825.87	45.15%
Port of San Diego	Senior Accountant	\$6,352.50	\$7,940.59	\$9,528.67	50.00%
Sacramento Area Council of Governments	Accountant	\$6,818.00	\$7,552.50	\$8,287.00	21.55%
San Diego County Regional Airport Authority	Accountant	\$5,204.17	\$6,767.46	\$8,330.75	60.08%
San Diego County Water Authority	Accountant	\$6,546.63	\$7,675.64	\$8,804.64	34.49%
Santa Clara Valley Transportation Authority	Accountant III	\$7,613.23	\$8,431.20	\$9,249.17	21.49%
Southern California Association of Governments	Senior Accountant	\$7,013.07	\$8,064.34	\$9,115.60	29.98%

Total Matches		14		
Base Salary Medians (Min, Mid, Max)	\$6,449.57	\$7,490.31	\$8,308.88	31.61%
Base Salary Means (Min, Mid, Max)	\$6,221.53	\$7,266.02	\$8,310.50	35.01%
Percentage Needed to Reach LM Median*	33.48%	21.58%	10.93%	
Percentage Needed to Reach LM Mean*	28.76%	17.94%	10.95%	

*A positive number represents that the client's salary is below the Labor Market and needs the indicated percentage to reach Labor Market. A negative number means that the client's salary is above the Labor Market.

DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Accounting Specialist III

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Accounting Specialist III	\$3,434.00	\$4,378.50	\$5,323.00	55.01%
Alameda Contra Costa Transit District	Senior Account Clerk	\$5,357.73	\$5,476.47	\$5,595.20	4.43%
Cal Trans	Senior Accounting Officer - Specialist	\$5,304.00	\$5,972.00	\$6,640.00	25.19%
City of San Diego	No Comparable Class				
County of San Diego	Accounting Technician	\$3,601.87	\$4,015.27	\$4,428.67	22.95%
Los Angeles Metropolitan Transportation Authority	Accounting Operations Specialist	\$4,615.52	\$5,604.56	\$6,593.60	42.86%
Metropolitan Transportation Commission (MTC)	Accounting Assistant III	\$5,385.46	\$6,108.26	\$6,831.06	26.84%
North County Transit District	Accounting Technician	\$3,371.83	\$4,214.79	\$5,057.75	50.00%
Orange County Transportation Authority	Accounting Specialist, Associate	\$3,958.94	\$4,827.34	\$5,695.74	43.87%
Port of San Diego	Lead Accounting Technician	\$4,455.83	\$5,458.38	\$6,460.92	45.00%
Sacramento Area Council of Governments	Accounting Specialist	\$4,845.00	\$5,367.50	\$5,890.00	21.57%
San Diego County Regional Airport Authority	Accounting Technician	\$3,502.58	\$4,204.92	\$4,907.25	40.10%
San Diego County Water Authority	Accounting Technician	\$5,242.12	\$6,146.14	\$7,050.16	34.49%
Santa Clara Valley Transportation Authority	No Comparable Class				
Southern California Association of Governments	Accounting Technician	\$4,097.60	\$4,712.93	\$5,328.26	30.03%
Total Matches			12		
Base Salary Medians (Min, Mid, Max)		\$4,535.68	\$5,412.94	\$5,792.87	32.26%
Base Salary Means (Min, Mid, Max)		\$4,478.21	\$5,175.71	\$5,873.22	32.28%
Percentage Needed to Reach LM Median*		32.08%	23.63%	8.83%	
Percentage Needed to Reach LM Mean*		30.41%	18.21%	10.34%	

*A positive number represents that the client's salary is below the Labor Market and needs the Indicated percentage to reach Labor Market. A negative number means that the client's salary is above the Labor Market.

DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Business Analyst Associate

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Business Analyst Associate	\$4,832.00	\$6,161.00	\$7,490.00	55.01%
Alameda Contra Costa Transit District	Management Analyst	\$7,091.33	\$7,779.54	\$8,467.75	19.41%
Cal Trans	Associate Government Program Analyst	\$5,149.00	\$5,797.50	\$6,446.00	25.19%
City of San Diego	Associate Management Analyst	\$4,825.00	\$5,327.50	\$5,830.00	20.83%
County of San Diego	Administrative Analyst I	\$4,605.47	\$5,102.07	\$5,598.67	21.57%
Los Angeles Metropolitan Transportation Authority	Administrative Analyst	\$4,747.60	\$5,934.07	\$7,120.53	49.98%
Metropolitan Transportation Commission (MTC)	No Comparable Class				
North County Transit District	Management Analyst	\$4,677.00	\$5,846.50	\$7,016.00	50.01%
Orange County Transportation Authority	Business Unit Analyst - Strategic Planning	\$4,702.54	\$5,764.21	\$6,825.87	45.15%
Port of San Diego	Management Analyst	\$4,901.42	\$6,004.21	\$7,107.00	45.00%
Sacramento Area Council of Governments	Associate Analyst (Multiple Departments)	\$6,818.00	\$7,552.50	\$8,287.00	21.55%
San Diego County Regional Airport Authority	Management Analyst	\$5,454.17	\$6,892.46	\$8,330.75	52.74%
San Diego County Water Authority	Management Analyst	\$6,878.04	\$8,064.16	\$9,250.28	34.49%
Santa Clara Valley Transportation Authority	Management Analyst	\$7,613.23	\$8,431.20	\$9,249.17	21.49%
Southern California Association of Governments	Management Analyst	\$6,590.13	\$7,579.00	\$8,567.86	30.01%
Total Matches			19		
Base Salary Medians (Min, Mid, Max)		\$5,149.00	\$6,004.21	\$7,120.53	30.01%
Base Salary Means (Min, Mid, Max)		\$5,696.38	\$6,621.15	\$7,545.91	33.65%
Percentage Needed to Reach LM Median*		6.56%	-2.54%	-4.93%	
Percentage Needed to Reach LM Mean*		17.89%	7.47%	0.75%	

*A positive number represents that the client's salary is below the Labor Market and needs the indicated percentage to reach Labor Market. A negative number means that the client's salary is above the Labor Market.

DEFINITIONS:	
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Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Chief Financial Officer

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Chief Financial Officer	\$14,008.00	\$17,860.50	\$21,713.00	55.00%
Alameda Contra Costa Transit District	Chief Financial Officer	\$16,470.58	\$18,758.13	\$21,045.67	27.78%
Cal Trans	Chief Financial Officer	\$17,000.00	\$20,833.50	\$24,667.00	45.10%
City of San Diego	No Comparable Class				
County of San Diego	Department Chief Administrative Officer/Chief Financial Officer	\$17,903.60	\$23,107.93	\$28,312.26	58.14%
Los Angeles Metropolitan Transportation Authority	Chief Financial Officer	\$18,191.33	\$22,781.20	\$27,371.07	50.46%
Metropolitan Transportation Commission (MTC)	Deputy Executive Director, Chief Financial Officer	\$20,063.00	\$22,020.50	\$23,978.00	19.51%
North County Transit District	Chief Financial Officer	\$11,262.75	\$14,923.13	\$18,583.50	65.00%
Orange County Transportation Authority	Data Not Available				
Port of San Diego	Chief Financial Officer/Treasurer	\$15,685.33	\$19,998.75	\$24,312.17	55.00%
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	Vice President, Treasurer and Chief Financial Officer	\$11,322.00	\$15,850.88	\$20,379.75	80.00%
San Diego County Water Authority	Director of Finance/Treasurer	\$15,605.20	\$18,336.16	\$21,067.11	35.00%
Santa Clara Valley Transportation Authority	Chief Financial Officer	\$19,543.43	\$22,670.39	\$25,797.34	32.00%
Southern California Association of Governments	Chief Financial Officer	\$17,823.87	\$20,497.54	\$23,171.20	30.00%

Total Matches		11		
Base Salary Medians (Min, Mid, Max)	\$17,000.00	\$20,497.54	\$23,978.00	45.10%
Base Salary Means (Min, Mid, Max)	\$16,442.83	\$19,979.83	\$23,516.82	45.27%
Percentage Needed to Reach LM Median*	21.36%	14.76%	10.43%	
Percentage Needed to Reach LM Mean*	17.38%	11.87%	8.31%	

*A positive number represents that the client's salary is below the Labor Market and needs the indicated percentage to reach Labor Market. A negative number means that the client's salary is above the Labor Market.

DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
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Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Chief Operations Officer

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Chief Operations Officer	\$15,409.00	\$19,646.50	\$23,884.00	55.00%
Alameda Contra Costa Transit District	No Comparable Class				
Cal Trans	Deputy Director of Administration	\$7,442.00	\$12,477.50	\$17,513.00	135.33%
City of San Diego	Deputy Chief Operating Officer - Internal Operations	\$5,279.00	\$12,638.00	\$19,997.00	278.80%
County of San Diego	No Comparable Class				
Los Angeles Metropolitan Transportation Authority	Chief Operations Officer	\$18,191.33	\$22,781.20	\$27,371.07	50.46%
Metropolitan Transportation Commission (MTC)	No Comparable Class				
North County Transit District	Chief Administrative Officer	\$11,262.00	\$14,922.50	\$18,583.00	65.01%
Orange County Transportation Authority	Deputy Chief Executive Officer	\$24,169.58	\$24,169.58	\$24,169.58	0.00%
Port of San Diego	Vice President Administration/CAO	\$15,685.33	\$19,998.75	\$24,312.17	55.00%
Sacramento Area Council of Governments	Deputy Executive Director of Operations	\$13,908.00	\$16,902.50	\$19,897.00	43.06%
San Diego County Regional Airport Authority	Vice President, Chief Operating Officer	\$11,322.00	\$15,850.88	\$20,379.75	80.00%
San Diego County Water Authority	Deputy General Manager	\$17,940.52	\$21,084.36	\$24,228.19	35.05%
Santa Clara Valley Transportation Authority	Chief Administrative Officer	\$16,291.86	\$19,288.55	\$22,285.24	36.79%
Southern California Association of Governments	Chief Operating Officer	\$20,468.93	\$23,539.53	\$26,610.13	30.00%

Total Matches		11		
Base Salary Medians (Min, Mid, Max)	\$15,685.33	\$19,288.55	\$22,285.24	50.46%
Base Salary Means (Min, Mid, Max)	\$14,723.69	\$18,513.94	\$22,304.19	73.59%
Percentage Needed to Reach LM Median*	1.79%	-1.82%	-6.69%	
Percentage Needed to Reach LM Mean*	At Market	At Market	At Market	

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DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Communications Manager

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Communications Manager	\$7,497.00	\$9,558.50	\$11,620.00	55.00%
Alameda Contra Costa Transit District	Marketing/Communications Manager	\$9,949.17	\$10,916.00	\$11,882.83	19.44%
Cal Trans	Assistant Deputy Director, External Affairs/Communications	\$9,626.00	\$10,173.50	\$10,721.00	11.38%
City of San Diego	Deputy Director, Communications Department	\$4,192.00	\$9,802.50	\$15,413.00	267.68%
County of San Diego	Communications Manager	\$6,742.67	\$7,468.94	\$8,195.20	21.54%
Los Angeles Metropolitan Transportation Authority	Manager, Communications	\$7,039.07	\$8,797.54	\$10,556.00	49.96%
Metropolitan Transportation Commission (MTC)	Principal Public Information/Outreach Analyst	\$10,639.20	\$12,066.60	\$13,494.00	26.83%
North County Transit District	Manager of Marketing and Communications	\$6,539.16	\$8,773.08	\$11,007.00	68.32%
Orange County Transportation Authority	Communications Manager	\$10,675.60	\$12,963.60	\$15,251.60	42.86%
Port of San Diego	Manager, Marketing and Communications	\$6,352.50	\$7,940.59	\$9,528.67	50.00%
Sacramento Area Council of Governments	Manager - Director of Innovation and Partnerships	\$9,137.00	\$12,845.50	\$16,554.00	81.18%
San Diego County Regional Airport Authority	Director, Communications	\$8,498.67	\$11,473.21	\$14,447.75	70.00%
San Diego County Water Authority	Public Affairs Manager	\$11,807.94	\$13,874.29	\$15,940.64	35.00%
Santa Clara Valley Transportation Authority	Media and Public Affairs Manager	\$11,996.90	\$11,996.90	\$11,996.90	0.00%
Southern California Association of Governments	Department Manager-Media and Public Affairs	\$11,814.40	\$13,585.87	\$15,357.33	29.99%
Total Matches			14		
Base Salary Medians (Min, Mid, Max)		\$9,381.50	\$11,194.61	\$12,745.45	38.93%
Base Salary Means (Min, Mid, Max)		\$8,929.31	\$10,905.58	\$12,881.85	55.30%
Percentage Needed to Reach LM Median*		25.14%	17.12%	9.69%	
Percentage Needed to Reach LM Mean*		19.11%	14.09%	10.86%	

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Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Contracts and Procurement Analyst Associate

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Contracts and Procurement Analyst Associate	\$4,832.00	\$6,161.00	\$7,490.00	55.01%
Alameda Contra Costa Transit District	Contracts Specialist	\$7,901.92	\$8,667.00	\$9,432.08	19.36%
CalTrans	Associate Governmental Program Analyst	\$5,149.00	\$5,894.50	\$6,640.00	28.96%
City of San Diego	Senior Procurement Contracting Officer	\$5,296.00	\$5,850.00	\$6,404.00	20.92%
County of San Diego	Procurement Contracting Specialist	\$5,633.33	\$6,279.00	\$6,924.67	22.92%
Los Angeles Metropolitan Transportation Authority	Contract Administrator	\$5,090.80	\$6,363.07	\$7,635.33	49.98%
Metropolitan Transportation Commission (MTC)	Contract Administrator	\$8,689.20	\$9,854.87	\$11,020.53	26.83%
North County Transit District	Procurement Contracting Officer	\$5,031.00	\$6,288.50	\$7,546.00	49.99%
Orange County Transportation Authority	Contract Administrator	\$5,174.00	\$6,343.14	\$7,512.27	45.19%
Port of San Diego	Procurement Analyst I	\$4,455.83	\$5,458.38	\$6,460.92	45.00%
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	Procurement Analyst II	\$5,019.50	\$6,274.42	\$7,529.33	50.00%
San Diego County Water Authority	No Comparable Class				
Santa Clara Valley Transportation Authority	Contracts Administrator II	\$7,912.54	\$8,745.59	\$9,578.64	21.06%
Southern California Association of Governments	Contracts Administrator II	\$6,708.00	\$7,715.07	\$8,722.13	30.03%
Total Matches			12		
Base Salary Medians (Min, Mid, Max)		\$5,235.00	\$6,315.82	\$7,537.67	29.49%
Base Salary Means (Min, Mid, Max)		\$6,005.09	\$6,977.79	\$7,950.49	34.19%
Percentage Needed to Reach LM Median*		8.34%	2.51%	0.64%	
Percentage Needed to Reach LM Mean*		24.28%	13.26%	6.15%	

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Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Customer Service Representative

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Customer Service Representative	\$2,609.00	\$3,326.50	\$4,044.00	55.00%
Alameda Contra Costa Transit District	Customer Service Clerk	\$5,089.07	\$5,356.87	\$5,624.67	10.52%
Cal Trans	No Comparable Class				
City of San Diego	Senior Customer Service Representative	\$3,376.00	\$3,731.00	\$4,086.00	21.03%
County of San Diego	Office Assistant	\$2,790.67	\$3,112.20	\$3,433.73	23.04%
Los Angeles Metropolitan Transportation Authority	Customer Information Agent	\$4,206.63	\$5,108.05	\$6,009.47	42.86%
Metropolitan Transportation Commission (MTC)	Public Information/Outreach Technician I	\$5,178.33	\$5,873.33	\$6,568.33	26.84%
North County Transit District	Customer Service Assistant	\$2,500.00	\$3,000.00	\$3,500.00	40.00%
Orange County Transportation Authority	Customer Relations Representative, Senior	\$3,714.54	\$4,511.87	\$5,309.20	42.93%
Port of San Diego	Customer Relations Assistant	\$2,957.25	\$3,548.71	\$4,140.17	40.00%
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	No Comparable Class				
San Diego County Water Authority	Receptionist	\$4,302.48	\$5,044.44	\$5,786.39	34.49%
Santa Clara Valley Transportation Authority	Information Services Representative	\$4,147.87	\$5,036.20	\$5,924.53	42.83%
Southern California Association of Governments	Receptionist	\$3,893.06	\$4,477.20	\$5,061.33	30.01%

Total Matches		11		
Base Salary Medians (Min, Mid, Max)	\$3,893.06	\$4,511.87	\$5,309.20	34.49%
Base Salary Means (Min, Mid, Max)	\$3,832.35	\$4,436.35	\$5,040.35	32.23%
Percentage Needed to Reach LM Median*	49.22%	35.63%	31.29%	
Percentage Needed to Reach LM Mean*	46.89%	33.36%	24.64%	

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Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Customer Service Supervisor

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Customer Service Supervisor	\$3,786.00	\$4,827.50	\$5,869.00	55.02%
Alameda Contra Costa Transit District	Customer Service Supervisor	\$7,321.75	\$8,032.34	\$8,742.92	19.41%
Cal Trans	No Comparable Class				
City of San Diego	Customer Services Supervisor	\$5,157.00	\$5,692.00	\$6,227.00	20.75%
County of San Diego	No Comparable Class				
Los Angeles Metropolitan Transportation Authority	Customer Information Supervisor	\$6,810.27	\$7,945.60	\$9,080.93	33.34%
Metropolitan Transportation Commission (MTC)	No Comparable Class				
North County Transit District	Customer Service Supervisor	\$3,776.00	\$4,782.50	\$5,789.00	53.31%
Orange County Transportation Authority	Customer Relations Specialist, Senior	\$5,735.60	\$7,005.27	\$8,274.93	44.27%
Port of San Diego	No Comparable Class				
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	Customer Relations Coordinator	\$5,204.16	\$6,753.96	\$8,303.75	59.56%
San Diego County Water Authority	Senior Office Assistant	\$4,867.89	\$5,707.26	\$6,546.63	34.49%
Santa Clara Valley Transportation Authority	Customer Services Supervisor	\$7,613.23	\$8,431.21	\$9,249.18	21.49%
Southern California Association of Governments	No Comparable Class				
Total Matches			8		
Base Salary Medians (Min, Mid, Max)		\$5,469.88	\$6,879.61	\$8,289.34	33.91%
Base Salary Means (Min, Mid, Max)		\$5,810.74	\$6,793.77	\$7,776.79	35.83%
Percentage Needed to Reach LM Median*		44.48%	42.51%	41.24%	
Percentage Needed to Reach LM Mean*		53.48%	40.73%	32.51%	

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Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Deputy General Counsel

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Deputy General Counsel	\$10,525.00	\$13,419.00	\$16,313.00	54.99%
Alameda Contra Costa Transit District	Assistant General Counsel	\$14,124.67	\$15,493.92	\$16,863.17	19.39%
Cal Trans	Deputy Chief Counsel	\$7,442.00	\$12,477.50	\$17,513.00	135.33%
City of San Diego	Assistant City Attorney	\$6,515.00	\$16,267.50	\$26,020.00	299.39%
County of San Diego	Chief Deputy County Counsel	\$13,116.13	\$17,201.60	\$21,287.06	62.30%
Los Angeles Metropolitan Transportation Authority	No Comparable Class				
Metropolitan Transportation Commission (MTC)	Deputy General Counsel	\$16,111.00	\$18,505.00	\$20,899.00	29.72%
North County Transit District	Senior Legal Counsel	\$8,990.00	\$11,687.50	\$14,385.00	60.01%
Orange County Transportation Authority	No Comparable Class				
Port of San Diego	Senior Deputy General Counsel	\$13,071.08	\$16,665.63	\$20,260.17	55.00%
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	Director, Counsel Services	\$8,913.50	\$12,256.13	\$15,598.75	75.00%
San Diego County Water Authority	Assistant General Counsel	\$13,722.69	\$16,124.43	\$18,526.16	35.00%
Santa Clara Valley Transportation Authority	Deputy General Counsel	\$14,583.00	\$16,916.28	\$19,249.56	32.00%
Southern California Association of Governments	Deputy Legal Counsel II	\$12,230.40	\$14,066.00	\$15,901.60	30.02%

Total Matches		11		
Base Salary Medians (Min, Mid, Max)	\$13,071.08	\$16,124.43	\$18,526.16	55.00%
Base Salary Means (Min, Mid, Max)	\$11,710.86	\$15,241.95	\$18,773.04	75.74%
Percentage Needed to Reach LM Median*	24.19%	20.16%	13.57%	
Percentage Needed to Reach LM Mean*	11.27%	13.58%	15.08%	

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Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Document Processing Specialist III

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Document Processing Specialist III	\$3,786.00	\$4,827.50	\$5,869.00	55.02%
Alameda Contra Costa Transit District	No Comparable Class				
Cal Trans	No Comparable Class				
City of San Diego	No Comparable Class				
County of San Diego	No Comparable Class				
Los Angeles Metropolitan Transportation Authority	No Comparable Class				
Metropolitan Transportation Commission (MTC)	No Comparable Class				
North County Transit District	No Comparable Class				
Orange County Transportation Authority	No Comparable Class				
Port of San Diego	Document Management Associate	\$3,682.50	\$4,511.09	\$5,339.67	45.00%
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	No Comparable Class				
San Diego County Water Authority	No Comparable Class				
Santa Clara Valley Transportation Authority	No Comparable Class				
Southern California Association of Governments	No Comparable Class				

Total Matches		1		
Base Salary Medians (Min, Mid, Max)	\$3,682.50	\$4,511.09	\$5,339.67	45.00%
Base Salary Means (Min, Mid, Max)	\$3,682.50	\$4,511.09	\$5,339.67	45.00%
Percentage Needed to Reach LM Median*	-2.73%	-6.55%	-9.02%	
Percentage Needed to Reach LM Mean*	At Market	At Market	At Market	

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Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Engineer Associate

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Engineer Associate	\$5,874.00	\$7,489.00	\$9,104.00	54.99%
Alameda Contra Costa Transit District	No Comparable Class				
Cal Trans	Associate Transportation Engineer	\$8,329.00	\$9,377.00	\$10,425.00	25.17%
City of San Diego	Associate Engineer	\$5,945.00	\$6,562.50	\$7,180.00	20.77%
County of San Diego	Civil Engineer	\$7,392.67	\$8,235.94	\$9,079.20	22.81%
Los Angeles Metropolitan Transportation Authority	Engineering Associate	\$5,090.80	\$6,363.07	\$7,635.33	49.98%
Metropolitan Transportation Commission (MTC)	Associate Program Coordinator	\$8,689.20	\$9,854.87	\$11,020.53	26.83%
North County Transit District	No Comparable Class				
Orange County Transportation Authority	No Comparable Class				
Port of San Diego	Associate Engineer	\$5,523.83	\$6,904.79	\$8,285.75	50.00%
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	Associate Engineer	\$5,204.17	\$6,767.46	\$8,330.75	60.08%
San Diego County Water Authority	Engineer II	\$7,407.05	\$8,684.35	\$9,961.64	34.49%
Santa Clara Valley Transportation Authority	Associate Transportation Engineer	\$9,122.62	\$10,103.65	\$11,084.67	21.51%
Southern California Association of Governments	No Comparable Class				
Total Matches			9		
Base Salary Medians (Min, Mid, Max)		\$7,392.67	\$8,235.94	\$9,079.20	26.83%
Base Salary Means (Min, Mid, Max)		\$6,967.15	\$8,094.85	\$9,222.54	34.63%
Percentage Needed to Reach LM Median*		25.85%	9.97%	-0.27%	
Percentage Needed to Reach LM Mean*		18.61%	8.09%	1.30%	

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Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Engineering and Construction, Director II

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Engineering and Construction, Director II	\$12,735.00	\$16,237.00	\$19,739.00	55.00%
Alameda Contra Costa Transit District	Executive Director of Planning and Engineering	\$15,555.58	\$17,385.63	\$19,215.67	23.53%
Cal Trans	Division Chief Engineering Services	\$7,442.00	\$12,477.50	\$17,513.00	135.33%
City of San Diego	Engineering Deputy Director	\$4,192.00	\$9,802.50	\$15,413.00	267.68%
County of San Diego	Deputy Director, Public Works (Engineering)	\$9,576.67	\$14,261.00	\$18,945.33	97.83%
Los Angeles Metropolitan Transportation Authority	Deputy Executive Officer, Systems Engineering	\$11,594.27	\$14,534.87	\$17,475.47	50.73%
Metropolitan Transportation Commission (MTC)	No Comparable Class				
North County Transit District	No Comparable Class				
Orange County Transportation Authority	No Comparable Class				
Port of San Diego	Chief Engineer/Engineering, Construction	\$10,892.58	\$13,888.00	\$16,883.41	55.00%
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	Director, Airport Design and Construction	\$8,913.50	\$12,256.13	\$15,598.75	75.00%
San Diego County Water Authority	Director of Engineering	\$15,605.20	\$18,336.16	\$21,067.11	35.00%
Santa Clara Valley Transportation Authority	Deputy Director, Construction	\$14,583.00	\$16,916.28	\$19,249.56	32.00%
Southern California Association of Governments	No Comparable Class				
Total Matches			9		
Base Salary Medians (Min, Mid, Max)		\$10,892.58	\$14,261.00	\$17,513.00	55.00%
Base Salary Means (Min, Mid, Max)		\$10,928.31	\$14,428.67	\$17,929.03	85.79%
Percentage Needed to Reach LM Median*		-14.47%	-12.17%	-11.28%	
Percentage Needed to Reach LM Mean*		At Market	At Market	At Market	

*A positive number represents that the client's salary is below the Labor Market and needs the indicated percentage to reach Labor Market. A negative number means that the client's salary is above the Labor Market.

DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Finance Manager

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Finance Manager	\$8,678.00	\$11,064.50	\$13,451.00	55.00%
Alameda Contra Costa Transit District	Accounting Manager	\$9,949.17	\$10,916.00	\$11,882.83	19.44%
Cal Trans	Accounting Administrator III	\$8,173.00	\$8,726.50	\$9,280.00	13.54%
City of San Diego	Financial Operations Manager, Department of Finance	\$2,265.00	\$7,744.50	\$13,224.00	483.84%
County of San Diego	Finance Officer	\$8,543.60	\$9,464.00	\$10,384.40	21.55%
Los Angeles Metropolitan Transportation Authority	Finance Manager	\$7,720.27	\$9,650.34	\$11,580.40	50.00%
Metropolitan Transportation Commission (MTC)	Principal Accounting Manager	\$10,230.00	\$11,601.67	\$12,973.33	26.82%
North County Transit District	Accounting Manager	\$6,539.17	\$8,772.88	\$11,006.58	68.32%
Orange County Transportation Authority	Department Manager, Accounting and Financial Reporting	\$10,675.60	\$12,963.60	\$15,251.60	42.86%
Port of San Diego	Manager, Financial Services	\$6,352.50	\$7,940.59	\$9,528.67	50.00%
Sacramento Area Council of Governments	Manager (Multiple Departments)	\$9,137.00	\$12,845.50	\$16,554.00	81.18%
San Diego County Regional Airport Authority	Senior Manager, Accounting	\$7,098.17	\$9,405.09	\$11,712.00	65.00%
San Diego County Water Authority	Budget and Treasury Manager	\$12,386.57	\$14,605.67	\$16,824.77	35.83%
Santa Clara Valley Transportation Authority	Fiscal Resources Manager	\$12,599.44	\$14,615.35	\$16,631.25	32.00%
Southern California Association of Governments	Department Manager - Accounting	\$11,814.40	\$13,585.87	\$15,357.33	29.99%

Total Matches		14		
Base Salary Medians (Min, Mid, Max)	\$8,840.30	\$10,283.17	\$12,428.08	39.35%
Base Salary Means (Min, Mid, Max)	\$8,820.28	\$10,916.97	\$13,013.65	72.88%
Percentage Needed to Reach LM Median*	1.87%	-7.06%	-7.60%	
Percentage Needed to Reach LM Mean*	1.64%	At Market	At Market	

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DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Graphic Designer Associate

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Graphic Designer Associate	\$4,383.00	\$5,588.50	\$6,794.00	55.01%
Alameda Contra Costa Transit District	Graphic Designer	\$6,773.08	\$7,428.13	\$8,083.17	19.34%
Cal Trans	Graphic Designer III	\$4,553.00	\$5,126.50	\$5,700.00	25.19%
City of San Diego	Graphic Design Supervisor	\$4,364.00	\$4,823.00	\$5,282.00	21.04%
County of San Diego	No Comparable Class				
Los Angeles Metropolitan Transportation Authority	Senior Creative Designer	\$5,926.27	\$7,405.67	\$8,885.07	49.93%
Metropolitan Transportation Commission (MTC)	Graphic Artist III	\$7,536.53	\$8,547.93	\$9,559.33	26.84%
North County Transit District	Senior Graphic Communications Designer	\$4,677.00	\$5,846.50	\$7,016.00	50.01%
Orange County Transportation Authority	Creative Services Specialist, Associate	\$4,281.34	\$5,247.67	\$6,214.00	45.14%
Port of San Diego	Multi-Media Specialist	\$4,455.83	\$5,458.38	\$6,460.92	45.00%
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	No Comparable Class				
San Diego County Water Authority	No Comparable Class				
Santa Clara Valley Transportation Authority	Graphic Designer II	\$6,539.52	\$7,228.75	\$7,917.98	21.08%
Southern California Association of Governments	Graphic Designer	\$5,562.27	\$6,396.00	\$7,229.73	29.98%

Total Matches		10		
Base Salary Medians (Min, Mid, Max)	\$5,119.64	\$6,121.25	\$7,122.87	28.41%
Base Salary Means (Min, Mid, Max)	\$5,466.88	\$6,350.85	\$7,234.82	33.35%
Percentage Needed to Reach LM Median*	16.81%	9.53%	4.84%	
Percentage Needed to Reach LM Mean*	24.73%	13.64%	6.49%	

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DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
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Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Human Resources Analyst Associate

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Human Resources Analyst Associate	\$4,832.00	\$6,161.00	\$7,490.00	55.01%
Alameda Contra Costa Transit District	Human Resources Analyst	\$6,773.08	\$7,428.13	\$8,083.17	19.34%
Cal Trans	Associate Personnel Analyst	\$5,149.00	\$5,894.50	\$6,640.00	28.96%
City of San Diego	Associate Personnel Analyst	\$5,830.00	\$6,428.50	\$7,027.00	20.53%
County of San Diego	Human Resources Analyst	\$5,463.47	\$6,565.87	\$7,668.27	40.36%
Los Angeles Metropolitan Transportation Authority	Senior Human Resources Analyst	\$5,926.27	\$7,405.67	\$8,885.07	49.93%
Metropolitan Transportation Commission (MTC)	Human Resources Analyst III	\$8,689.20	\$9,854.87	\$11,020.53	26.83%
North County Transit District	Human Resources Generalist	\$4,677.00	\$5,846.50	\$7,016.00	50.01%
Orange County Transportation Authority	Human Resources Representative	\$5,174.00	\$6,343.14	\$7,512.27	45.19%
Port of San Diego	Human Resources Analyst	\$4,901.42	\$6,004.21	\$7,107.00	45.00%
Sacramento Area Council of Governments	Human Resources Associate Analyst	\$6,818.00	\$7,552.50	\$8,287.00	21.55%
San Diego County Regional Airport Authority	HR Business Partner II	\$5,630.83	\$7,322.25	\$9,013.67	60.08%
San Diego County Water Authority	Senior Human Resources Analyst	\$7,781.97	\$9,123.92	\$10,465.87	34.49%
Santa Clara Valley Transportation Authority	Associate Human Resources Analyst	\$6,684.50	\$7,754.02	\$8,823.53	32.00%
Southern California Association of Governments	Human Resources Analyst II	\$6,337.07	\$7,723.74	\$9,110.40	43.76%

Total Matches		14		
Base Salary Medians (Min, Mid, Max)	\$5,878.14	\$7,363.96	\$8,185.09	37.42%
Base Salary Means (Min, Mid, Max)	\$6,131.13	\$7,231.99	\$8,332.84	37.00%
Percentage Needed to Reach LM Median*	21.65%	19.53%	9.28%	
Percentage Needed to Reach LM Mean*	26.89%	17.38%	11.25%	

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Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Information Systems Analyst Associate

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Information Systems Analyst Associate	\$5,594.00	\$7,132.50	\$8,671.00	55.01%
Alameda Contra Costa Transit District	Network/PC Analyst	\$6,773.08	\$7,428.13	\$8,083.17	19.34%
Cal Trans	Information Technology Specialist II	\$5,562.00	\$7,414.50	\$9,267.00	66.61%
City of San Diego	Information Systems Analyst III	\$5,296.00	\$5,850.00	\$6,404.00	20.92%
County of San Diego	IT Engineer	\$7,129.20	\$7,908.34	\$8,687.47	21.86%
Los Angeles Metropolitan Transportation Authority	Senior Departmental Systems Analyst	\$5,926.27	\$7,405.67	\$8,885.07	49.93%
Metropolitan Transportation Commission (MTC)	Information Systems Specialist III (Multiple Departments)	\$8,689.84	\$9,855.34	\$11,020.83	26.82%
North County Transit District	Systems Engineer	\$5,031.00	\$6,288.50	\$7,546.00	49.99%
Orange County Transportation Authority	No Comparable Class				
Port of San Diego	IT Systems Engineer III	\$6,352.50	\$7,940.59	\$9,528.67	50.00%
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	Systems Support Analyst II	\$5,204.17	\$6,767.46	\$8,330.75	60.08%
San Diego County Water Authority	Information Systems Analyst (Multiple Departments)	\$7,407.05	\$8,684.35	\$9,961.64	34.49%
Santa Clara Valley Transportation Authority	Information Systems Analyst II	\$7,804.29	\$8,626.16	\$9,448.03	21.06%
Southern California Association of Governments	No Comparable Class				
Total Matches			11		
Base Salary Medians (Min, Mid, Max)		\$6,352.50	\$7,428.13	\$8,885.07	34.49%
Base Salary Means (Min, Mid, Max)		\$6,470.49	\$7,651.73	\$8,832.97	38.28%
Percentage Needed to Reach LM Median*		13.56%	4.14%	2.47%	
Percentage Needed to Reach LM Mean*		15.67%	7.28%	1.87%	

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Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Information Systems Manager

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Information Systems Manager	\$7,872.00	\$10,036.50	\$12,201.00	54.99%
Alameda Contra Costa Transit District	Information Technology Manager	\$11,214.25	\$12,303.25	\$13,392.25	19.42%
Cal Trans	Information Technology Manager I	\$8,016.00	\$9,379.00	\$10,742.00	34.01%
City of San Diego	No Comparable Class				
County of San Diego	Technology Manager	\$9,162.40	\$13,734.07	\$18,305.73	99.79%
Los Angeles Metropolitan Transportation Authority	No Comparable Class				
Metropolitan Transportation Commission (MTC)	Principal Information Systems Manager	\$10,639.63	\$12,066.63	\$13,493.62	26.82%
North County Transit District	IT Manager	\$6,539.00	\$8,773.00	\$11,007.00	68.33%
Orange County Transportation Authority	No Comparable Class				
Port of San Diego	Manager, Business Information and Technology Services	\$7,305.33	\$9,131.63	\$10,957.92	50.00%
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	Manager, IT Infrastructure Operations	\$7,098.17	\$9,405.09	\$11,712.00	65.00%
San Diego County Water Authority	Information Systems Manager	\$12,386.61	\$14,605.72	\$16,824.82	35.83%
Santa Clara Valley Transportation Authority	Technology Manager	\$12,599.44	\$14,615.35	\$16,631.25	32.00%
Southern California Association of Governments	Department Manager-Infrastructure and Operations	\$11,814.40	\$13,585.87	\$15,357.33	29.99%
Total Matches			10		
Base Salary Medians (Min, Mid, Max)		\$9,901.02	\$12,184.94	\$13,442.94	34.92%
Base Salary Means (Min, Mid, Max)		\$9,677.52	\$11,759.96	\$13,842.39	46.12%
Percentage Needed to Reach LM Median*		25.78%	21.41%	10.18%	
Percentage Needed to Reach LM Mean*		22.94%	17.17%	13.45%	

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Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Landscape Maintenance Technician

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Landscape Maintenance Technician	\$2,609.00	\$3,326.50	\$4,044.00	55.00%
Alameda Contra Costa Transit District	No Comparable Class				
Cal Trans	Caltrans Landscape Maintenance Worker	\$3,396.00	\$3,633.50	\$3,871.00	13.99%
City of San Diego	Grounds Maintenance Worker II	\$2,833.00	\$3,102.00	\$3,371.00	18.99%
County of San Diego	Park Maintenance Worker	\$3,374.80	\$3,755.27	\$4,135.73	22.55%
Los Angeles Metropolitan Transportation Authority	No Comparable Class				
Metropolitan Transportation Commission (MTC)	No Comparable Class				
North County Transit District	No Comparable Class				
Orange County Transportation Authority	No Comparable Class				
Port of San Diego	Gardener	\$3,681.60	\$4,078.54	\$4,475.47	21.56%
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	No Comparable Class				
San Diego County Water Authority	No Comparable Class				
Santa Clara Valley Transportation Authority	No Comparable Class				
Southern California Association of Governments	No Comparable Class				

Total Matches			4	
Base Salary Medians (Min, Mid, Max)	\$3,385.40	\$3,694.38	\$4,003.37	20.28%
Base Salary Means (Min, Mid, Max)	\$3,321.35	\$3,642.33	\$3,963.30	19.27%
Percentage Needed to Reach LM Median*	29.76%	11.06%	-1.00%	
Percentage Needed to Reach LM Mean*	27.30%	9.49%	At Market	

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DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
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Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Manager of Contracts and Procurement

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Manager of Contracts and Procurement	\$8,678.00	\$11,064.50	\$13,451.00	55.00%
Alameda Contra Costa Transit District	Purchasing Manager	\$10,749.25	\$11,791.13	\$12,833.00	19.39%
Cal Trans	No Comparable Class				
City of San Diego	Program Manager, Procurement, Purchasing and Contracting Department	\$4,058.00	\$9,489.50	\$14,921.00	267.69%
County of San Diego	Administrative Services Manager II	\$7,156.93	\$7,928.27	\$8,699.60	21.55%
Los Angeles Metropolitan Transportation Authority	Contract Administration Manager	\$7,720.26	\$9,650.33	\$11,580.40	50.00%
Metropolitan Transportation Commission (MTC)	Principal Contract Manager	\$10,230.00	\$11,601.67	\$12,973.33	26.82%
North County Transit District	Procurement and Contract Administrative Manager	\$6,539.17	\$8,772.88	\$11,006.58	68.32%
Orange County Transportation Authority	Department Manager, Contracts and Procurement	\$10,675.60	\$12,963.60	\$15,251.60	42.86%
Port of San Diego	Manager, Procurement Services	\$7,305.33	\$9,131.63	\$10,957.92	50.00%
Sacramento Area Council of Governments	Manager (Multiple Departments)	\$9,137.00	\$12,845.50	\$16,554.00	81.18%
San Diego County Regional Airport Authority	Manager, Procurement and Contract Services	\$7,098.17	\$9,405.09	\$11,712.00	65.00%
San Diego County Water Authority	Administrative Services Manager	\$11,807.99	\$13,874.30	\$15,940.60	35.00%
Santa Clara Valley Transportation Authority	Purchasing Manager	\$10,199.50	\$11,299.39	\$12,399.27	21.57%
Southern California Association of Governments	Department Manager-Contracts	\$11,814.40	\$13,585.87	\$15,357.33	29.99%
Total Matches			13		
Base Salary Medians (Min, Mid, Max)		\$9,137.00	\$11,299.39	\$12,833.00	42.86%
Base Salary Means (Min, Mid, Max)		\$8,807.05	\$10,949.16	\$13,091.28	59.95%
Percentage Needed to Reach LM Median*		5.29%	2.12%	-4.59%	
Percentage Needed to Reach LM Mean*		1.49%	At Market	At Market	

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DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Manager of Regional Models

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Manager of Regional Models	\$8,265.00	\$10,538.00	\$12,811.00	55.00%
Alameda Contra Costa Transit District	No Comparable Class				
Cal Trans	No Comparable Class				
City of San Diego	No Comparable Class				
County of San Diego	No Comparable Class				
Los Angeles Metropolitan Transportation Authority	Senior Manager, Systems and Analytics	\$8,503.73	\$10,629.67	\$12,755.60	50.00%
Metropolitan Transportation Commission (MTC)	Principal Systems Manager	\$10,639.63	\$12,066.63	\$13,493.62	26.82%
North County Transit District	No Comparable Class				
Orange County Transportation Authority	No Comparable Class				
Port of San Diego	No Comparable Class				
Sacramento Area Council of Governments	Manager (Multiple Departments)	\$9,137.00	\$12,845.50	\$16,554.00	81.18%
San Diego County Regional Airport Authority	No Comparable Class				
San Diego County Water Authority	No Comparable Class				
Santa Clara Valley Transportation Authority	Transportation Planning Manager - Travel Demand Modeling, Research and Analysis	\$11,427.19	\$13,255.53	\$15,083.87	32.00%
Southern California Association of Governments	Department Manager-Modeling and Forecasting	\$11,814.40	\$13,585.87	\$15,357.33	29.99%
Total Matches			5		
Base Salary Medians (Min, Mid, Max)		\$10,639.63	\$12,845.50	\$15,083.87	32.00%
Base Salary Means (Min, Mid, Max)		\$10,304.39	\$12,476.64	\$14,648.88	44.00%
Percentage Needed to Reach LM Median*		28.73%	21.90%	17.74%	
Percentage Needed to Reach LM Mean*		24.68%	18.40%	14.35%	

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DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Office Services Specialist III

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Office Services Specialist III	\$3,115.00	\$3,971.50	\$4,828.00	54.99%
Alameda Contra Costa Transit District	Senior Administrative Assistant	\$5,813.42	\$6,376.63	\$6,939.83	19.38%
Cal Trans	No Comparable Class				
City of San Diego	No Comparable Class				
County of San Diego	Senior Office Assistant	\$3,217.07	\$3,586.27	\$3,955.47	22.95%
Los Angeles Metropolitan Transportation Authority	No Comparable Class				
Metropolitan Transportation Commission (MTC)	Administrative Assistant III	\$5,386.09	\$6,108.48	\$6,830.86	26.82%
North County Transit District	Administrative Assistant	\$3,371.83	\$4,214.79	\$5,057.75	50.00%
Orange County Transportation Authority	Office Specialist Senior	\$3,714.54	\$4,511.87	\$5,309.20	42.93%
Port of San Diego	Administrative Assistant II	\$3,417.50	\$4,101.00	\$4,784.50	40.00%
Sacramento Area Council of Governments	Administrative Assistant II	\$4,845.00	\$5,367.50	\$5,890.00	21.57%
San Diego County Regional Airport Authority	Administrative Assistant II	\$3,502.58	\$4,204.92	\$4,907.25	40.10%
San Diego County Water Authority	Senior Office Assistant	\$4,867.89	\$5,707.26	\$6,546.63	34.49%
Santa Clara Valley Transportation Authority	No Comparable Class				
Southern California Association of Governments	Office Services Specialist	\$3,893.07	\$4,477.20	\$5,061.33	30.01%
Total Matches			10		
Base Salary Medians (Min, Mid, Max)		\$3,803.81	\$4,494.54	\$5,185.27	32.25%
Base Salary Means (Min, Mid, Max)		\$4,202.90	\$4,865.59	\$5,528.28	32.83%
Percentage Needed to Reach LM Median*		22.11%	13.17%	7.40%	
Percentage Needed to Reach LM Mean*		34.92%	22.51%	14.50%	

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Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Principal Engineer

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Principal Engineer	\$8,678.00	\$11,064.50	\$13,451.00	55.00%
Alameda Contra Costa Transit District	No Comparable Class				
Cal Trans	Principal Transportation Engineer	\$13,033.00	\$13,918.00	\$14,803.00	13.58%
City of San Diego	Assistant Deputy Director	\$4,192.00	\$9,802.50	\$15,413.00	267.68%
County of San Diego	No Comparable Class				
Los Angeles Metropolitan Transportation Authority	Supervising Engineer	\$9,408.53	\$11,758.93	\$14,109.33	49.96%
Metropolitan Transportation Commission (MTC)	Principal Program Coordinator	\$10,639.63	\$12,066.63	\$13,493.62	26.82%
North County Transit District	No Comparable Class				
Orange County Transportation Authority	Civil Engineer Principal	\$8,023.60	\$9,820.20	\$11,616.80	44.78%
Port of San Diego	Manager, Engineering - Construction	\$9,661.20	\$12,076.56	\$14,491.92	50.00%
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	Program Manager	\$7,572.42	\$10,254.92	\$12,937.41	70.85%
San Diego County Water Authority	Principal Engineer	\$10,727.60	\$12,757.77	\$14,787.93	37.85%
Santa Clara Valley Transportation Authority	Transportation Engineering Manager	\$11,245.13	\$12,457.49	\$13,669.85	21.56%
Southern California Association of Governments	No Comparable Class				
Total Matches			9		
Base Salary Medians (Min, Mid, Max)		\$9,661.20	\$12,066.63	\$14,109.33	44.78%
Base Salary Means (Min, Mid, Max)		\$9,389.23	\$11,657.00	\$13,924.76	64.79%
Percentage Needed to Reach LM Median*		11.33%	9.06%	4.89%	
Percentage Needed to Reach LM Mean*		8.20%	5.35%	3.52%	

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Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Principal Regional Planner

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Principal Regional Planner	\$7,497.00	\$9,558.50	\$11,620.00	55.00%
Alameda Contra Costa Transit District	Transportation Planning Manager	\$10,749.25	\$11,791.13	\$12,833.00	19.39%
Cal Trans	Principal Transportation Planner	\$9,434.00	\$10,073.50	\$10,713.00	13.56%
City of San Diego	No Comparable Class				
County of San Diego	Land Use/Environmental Planning Manager	\$8,217.73	\$9,102.60	\$9,987.47	21.54%
Los Angeles Metropolitan Transportation Authority	Manager, Transportation Planning	\$7,720.27	\$9,650.34	\$11,580.40	50.00%
Metropolitan Transportation Commission (MTC)	Principal Planner/Analyst	\$10,639.63	\$12,066.63	\$13,493.62	26.82%
North County Transit District	No Comparable Class				
Orange County Transportation Authority	No Comparable Class				
Port of San Diego	Manager, Land Use Planning	\$7,305.33	\$9,131.63	\$10,957.92	50.00%
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	Manager, Airport Planning	\$7,098.17	\$9,405.09	\$11,712.00	65.00%
San Diego County Water Authority	No Comparable Class				
Santa Clara Valley Transportation Authority	No Comparable Class				
Southern California Association of Governments	Regional Planner Specialist	\$8,744.67	\$10,055.94	\$11,367.20	29.99%
Total Matches					
Base Salary Medians (Min, Mid, Max)		\$8,481.20	\$9,853.14	\$11,473.80	28.41%
Base Salary Means (Min, Mid, Max)		\$8,738.63	\$10,159.60	\$11,580.58	34.54%
Percentage Needed to Reach LM Median*		13.13%	3.08%	-1.26%	
Percentage Needed to Reach LM Mean*		16.56%	6.29%	At Market	

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Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Programmer Analyst Associate

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Programmer Analyst Associate	\$6,168.00	\$7,864.00	\$9,560.00	54.99%
Alameda Contra Costa Transit District	Software Engineer	\$9,949.17	\$10,916.00	\$11,882.83	19.44%
Cal Trans	No Comparable Class				
City of San Diego	No Comparable Class				
County of San Diego	No Comparable Class				
Los Angeles Metropolitan Transportation Authority	Software Engineer	\$6,444.53	\$8,053.93	\$9,663.33	49.95%
Metropolitan Transportation Commission (MTC)	Information Systems Specialist III (Multiple Departments)	\$8,689.84	\$9,855.34	\$11,020.83	26.82%
North County Transit District	No Comparable Class				
Orange County Transportation Authority	Programmer Analyst Associate	\$4,702.54	\$5,764.21	\$6,825.87	45.15%
Port of San Diego	Business Systems Analyst	\$5,523.83	\$6,904.79	\$8,285.75	50.00%
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	Applications Development Analyst	\$5,630.83	\$7,322.25	\$9,013.67	60.08%
San Diego County Water Authority	Information Systems Analyst (Multiple Departments)	\$7,407.05	\$8,684.35	\$9,961.64	34.49%
Santa Clara Valley Transportation Authority	Business Systems Analyst II	\$7,804.29	\$8,626.16	\$9,448.03	21.06%
Southern California Association of Governments	Programmer Analyst	\$6,838.00	\$7,863.27	\$8,888.53	29.99%
Total Matches			9		
Base Salary Medians (Min, Mid, Max)		\$6,838.00	\$8,053.93	\$9,448.03	34.49%
Base Salary Means (Min, Mid, Max)		\$6,998.90	\$8,221.14	\$9,443.39	37.44%
Percentage Needed to Reach LM Median*		10.86%	2.42%	-1.17%	
Percentage Needed to Reach LM Mean*		13.47%	4.54%	At Market	

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Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Public Communications Officer Associate

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Public Communications Officer Associate	\$4,832.00	\$6,161.00	\$7,490.00	55.01%
Alameda Contra Costa Transit District	Senior Marketing Representative	\$7,321.75	\$8,032.34	\$8,742.92	19.41%
Cal Trans	Public Information Officer I (Specialist)	\$5,149.00	\$5,894.50	\$6,640.00	28.96%
City of San Diego	Senior Public Information Officer	\$4,825.00	\$5,327.50	\$5,830.00	20.83%
County of San Diego	Public Outreach Specialist	\$4,955.60	\$5,490.34	\$6,025.07	21.58%
Los Angeles Metropolitan Transportation Authority	Senior Public Information Officer	\$5,926.26	\$7,405.67	\$8,885.07	49.93%
Metropolitan Transportation Commission (MTC)	Associate Public Information Outreach Analyst	\$8,689.20	\$9,854.87	\$11,020.53	26.83%
North County Transit District	Marketing and Communications Coordinator	\$5,031.00	\$6,288.50	\$7,546.00	49.99%
Orange County Transportation Authority	Communications Specialist, Associate	\$4,281.34	\$5,247.67	\$6,214.00	45.14%
Port of San Diego	Marketing/Public Relations Representative	\$4,901.42	\$6,004.21	\$7,107.00	45.00%
Sacramento Area Council of Governments	Communications Associate Analyst	\$6,818.00	\$7,552.50	\$8,287.00	21.55%
San Diego County Regional Airport Authority	Communication Specialist II	\$5,204.17	\$6,767.46	\$8,330.75	60.08%
San Diego County Water Authority	Public Affairs Representative II	\$6,710.43	\$7,867.60	\$9,024.77	34.49%
Santa Clara Valley Transportation Authority	Public Communications Specialist II	\$7,271.03	\$8,033.06	\$8,795.09	20.96%
Southern California Association of Governments	Public Affairs Specialist II	\$6,876.13	\$7,908.33	\$8,940.53	30.02%
Total Matches			14		
Base Salary Medians (Min, Mid, Max)		\$5,565.22	\$7,086.56	\$8,308.88	29.49%
Base Salary Means (Min, Mid, Max)		\$5,997.17	\$6,976.75	\$7,956.34	33.91%
Percentage Needed to Reach LM Median*		15.17%	15.02%	10.93%	
Percentage Needed to Reach LM Mean*		24.11%	13.24%	6.23%	

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Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Regional Planner Associate

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Regional Planner Associate	\$5,328.00	\$6,793.00	\$8,258.00	54.99%
Alameda Contra Costa Transit District	Transportation Planner	\$7,321.75	\$8,032.34	\$8,742.92	19.41%
Cal Trans	No Comparable Class				
City of San Diego	Associate Planner	\$5,849.00	\$6,458.50	\$7,068.00	20.84%
County of San Diego	Land Use/Environmental Planner II	\$6,212.27	\$6,921.20	\$7,630.13	22.82%
Los Angeles Metropolitan Transportation Authority	Senior Transportation Planner	\$5,482.53	\$6,854.47	\$8,226.40	50.05%
Metropolitan Transportation Commission (MTC)	Associate Planner/Analyst	\$8,689.84	\$9,855.34	\$11,020.83	26.82%
North County Transit District	Senior Planner	\$5,031.00	\$6,288.50	\$7,546.00	49.99%
Orange County Transportation Authority	Transportation Analyst	\$5,735.60	\$7,005.27	\$8,274.93	44.27%
Port of San Diego	Associate Planner	\$5,523.83	\$6,904.79	\$8,285.75	50.00%
Sacramento Area Council of Governments	Associate Analyst (Multiple Departments)	\$6,818.00	\$7,552.50	\$8,287.00	21.55%
San Diego County Regional Airport Authority	Associate Airport Planner	\$5,204.17	\$6,767.46	\$8,330.75	60.08%
San Diego County Water Authority	Water Resources Specialist	\$7,407.50	\$8,684.57	\$9,961.64	34.48%
Santa Clara Valley Transportation Authority	No Comparable Class				
Southern California Association of Governments	Associate Regional Planner	\$6,919.47	\$7,956.87	\$8,994.27	29.98%
Total Matches			12		
Base Salary Medians (Min, Mid, Max)		\$6,030.64	\$6,963.23	\$8,286.38	32.23%
Base Salary Means (Min, Mid, Max)		\$6,349.58	\$7,440.15	\$8,530.72	35.86%
Percentage Needed to Reach LM Median*		13.19%	2.51%	0.34%	
Percentage Needed to Reach LM Mean*		19.17%	9.53%	3.30%	

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Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Regional Planning, Director II

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Regional Planning, Director II	\$12,735.00	\$16,237.00	\$19,739.00	55.00%
Alameda Contra Costa Transit District	Director of Service Development and Planning	\$13,080.00	\$14,348.42	\$15,616.83	19.39%
Cal Trans	No Comparable Class				
City of San Diego	Planning Director	\$5,279.00	\$12,638.00	\$19,997.00	278.80%
County of San Diego	Director, Planning and Development Services	\$13,116.13	\$17,201.60	\$21,287.07	62.30%
Los Angeles Metropolitan Transportation Authority	Senior Executive Officer, Countywide Planning and Development	\$14,960.40	\$18,700.94	\$22,441.47	50.01%
Metropolitan Transportation Commission (MTC)	No Comparable Class				
North County Transit District	Chief of Planning, Strategy, and Innovation	\$11,262.75	\$14,923.13	\$18,583.50	65.00%
Orange County Transportation Authority	No Comparable Class				
Port of San Diego	Director, Planning	\$9,661.25	\$12,076.59	\$14,491.92	50.00%
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	Director, Airport Planning and Environmental Affairs	\$8,913.50	\$12,256.13	\$15,598.75	75.00%
San Diego County Water Authority	No Comparable Class				
Santa Clara Valley Transportation Authority	Transportation Planning Manager	\$11,427.19	\$13,255.53	\$15,083.87	32.00%
Southern California Association of Governments	No Comparable Class				
Total Matches			*		
Base Salary Medians (Min, Mid, Max)		\$11,344.97	\$13,801.97	\$17,100.17	56.15%
Base Salary Means (Min, Mid, Max)		\$10,962.53	\$14,425.04	\$17,887.55	79.06%
Percentage Needed to Reach LM Median*		-10.92%	-15.00%	-13.37%	
Percentage Needed to Reach LM Mean*		At Market	At Market	At Market	

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Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Research Analyst Associate

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Research Analyst Associate	\$5,328.00	\$6,793.00	\$8,258.00	54.99%
Alameda Contra Costa Transit District	Statistical Data and Information Analyst	\$8,528.00	\$9,357.04	\$10,186.08	19.44%
Cal Trans	Research Data Analyst II	\$5,406.00	\$6,189.50	\$6,973.00	28.99%
City of San Diego	No Comparable Class				
County of San Diego	Operations Research Analyst	\$6,026.80	\$6,676.80	\$7,326.80	21.57%
Los Angeles Metropolitan Transportation Authority	Principal Analytics and Marketing Researcher	\$6,444.53	\$8,053.93	\$9,663.33	49.95%
Metropolitan Transportation Commission (MTC)	Associate Legislative Analyst	\$8,355.00	\$9,072.50	\$9,790.00	17.18%
North County Transit District	No Comparable Class				
Orange County Transportation Authority	Data Analyst	\$4,702.54	\$5,764.21	\$6,825.87	45.15%
Port of San Diego	No Comparable Class				
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	No Comparable Class				
San Diego County Water Authority	Assistant Management Analyst	\$6,231.16	\$7,305.74	\$8,380.32	34.49%
Santa Clara Valley Transportation Authority	Associate Management Analyst	\$6,572.87	\$7,282.30	\$7,991.73	21.59%
Southern California Association of Governments	No Comparable Class				
Total Matches			#		
Base Salary Medians (Min, Mid, Max)		\$6,337.85	\$7,294.02	\$8,186.03	25.29%
Base Salary Means (Min, Mid, Max)		\$6,533.36	\$7,462.75	\$8,392.14	29.79%
Percentage Needed to Reach LM Median*		18.95%	7.38%	-0.87%	
Percentage Needed to Reach LM Mean*		22.62%	9.86%	1.62%	

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DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Senior Business Analyst

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Senior Business Analyst	\$6,476.00	\$8,257.00	\$10,038.00	55.00%
Alameda Contra Costa Transit District	Senior Management Analyst	\$8,919.58	\$9,782.33	\$10,645.08	19.35%
Cal Trans	Associate Business Management Analyst	\$5,304.00	\$5,972.00	\$6,640.00	25.19%
City of San Diego	Supervising Management Analyst	\$5,957.00	\$6,587.50	\$7,218.00	21.17%
County of San Diego	Administrative Analyst II	\$5,460.00	\$6,048.47	\$6,636.93	21.56%
Los Angeles Metropolitan Transportation Authority	Senior Administrative Analyst	\$5,926.27	\$7,405.67	\$8,885.07	49.93%
Metropolitan Transportation Commission (MTC)	No Comparable Class				
North County Transit District	Senior Project Analyst (Multiple Departments)	\$6,092.58	\$8,144.96	\$10,197.33	67.37%
Orange County Transportation Authority	Business Unit Analyst, Senior	\$5,174.00	\$6,343.14	\$7,512.27	45.19%
Port of San Diego	Senior Management Analyst	\$4,901.42	\$6,004.21	\$7,107.00	45.00%
Sacramento Area Council of Governments	Senior Analyst (Multiple Departments)	\$7,893.00	\$8,743.50	\$9,594.00	21.55%
San Diego County Regional Airport Authority	Senior Management Analyst	\$5,630.83	\$7,322.25	\$9,013.67	60.08%
San Diego County Water Authority	Senior Management Analyst	\$7,781.97	\$9,123.92	\$10,465.87	34.49%
Santa Clara Valley Transportation Authority	Senior Management Analyst	\$8,954.43	\$10,387.15	\$11,819.86	32.00%
Southern California Association of Governments	Principal Management Analyst	\$8,831.30	\$9,999.58	\$11,167.86	26.46%

Total Matches		19			
Base Salary Medians (Min, Mid, Max)	\$5,957.00	\$7,405.67	\$9,013.67		32.00%
Base Salary Means (Min, Mid, Max)	\$6,678.95	\$7,835.74	\$8,992.53		36.10%
Percentage Needed to Reach LM Median*	-8.01%	-10.31%	-10.20%		
Percentage Needed to Reach LM Mean*	3.13%	At Market	At Market		

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Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Senior Contracts and Procurement Analyst

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Senior Contracts and Procurement Analyst	\$6,168.00	\$7,864.00	\$9,560.00	54.99%
Alameda Contra Costa Transit District	Senior Contracts Specialist	\$9,209.50	\$10,100.25	\$10,991.00	19.34%
Cal Trans	Administrative Officer III, Resources Agency	\$6,124.00	\$6,866.00	\$7,608.00	24.23%
City of San Diego	Senior Procurement Contracting Officer	\$5,296.00	\$5,850.00	\$6,404.00	20.92%
County of San Diego	Senior Procurement Contracting Officer	\$7,628.40	\$8,503.74	\$9,379.07	22.95%
Los Angeles Metropolitan Transportation Authority	No Comparable Class				
Metropolitan Transportation Commission (MTC)	Senior Contract Administrator	\$8,778.33	\$9,955.83	\$11,133.33	26.83%
North County Transit District	Senior Project Analyst (Multiple Departments)	\$6,092.58	\$8,144.96	\$10,197.33	67.37%
Orange County Transportation Authority	Contracts Administrator, Senior	\$6,357.87	\$7,800.01	\$9,242.14	45.37%
Port of San Diego	Procurement Supervisor	\$5,523.83	\$6,904.79	\$8,285.75	50.00%
Sacramento Area Council of Governments	Procurement Officer	\$7,893.00	\$8,743.50	\$9,594.00	21.55%
San Diego County Regional Airport Authority	Senior Procurement Analyst	\$5,630.83	\$7,322.25	\$9,013.67	60.08%
San Diego County Water Authority	No Comparable Class				
Santa Clara Valley Transportation Authority	Buyer III	\$6,795.17	\$7,507.40	\$8,219.62	20.96%
Southern California Association of Governments	Senior Contracts Administrator	\$7,378.80	\$8,485.54	\$9,592.27	30.00%
Total Matches			12		
Base Salary Medians (Min, Mid, Max)		\$6,576.52	\$7,972.48	\$9,310.61	25.53%
Base Salary Means (Min, Mid, Max)		\$6,892.36	\$8,015.35	\$9,138.35	34.13%
Percentage Needed to Reach LM Median*		6.62%	1.38%	-2.61%	
Percentage Needed to Reach LM Mean*		11.74%	1.92%	At Market	

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Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Senior Data Scientist

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Senior Data Scientist		#NUM!		#DIV/0!
Alameda Contra Costa Transit District	Statistical Data and Information Analyst	\$8,528.00	\$9,357.04	\$10,186.08	19.44%
Cal Trans	Research Data Specialist II (Multiple Departments)	\$6,213.00	\$7,111.50	\$8,010.00	28.92%
City of San Diego	Data Science and Analytics Program Coordinator	\$2,052.00	\$7,178.50	\$12,305.00	499.66%
County of San Diego	No Comparable Class				
Los Angeles Metropolitan Transportation Authority	No Comparable Class				
Metropolitan Transportation Commission (MTC)	Senior Systems Analyst III	\$9,129.78	\$10,354.27	\$11,578.75	26.82%
North County Transit District	No Comparable Class				
Orange County Transportation Authority	GIS Analyst Principal - Data Scientist	\$7,141.34	\$8,757.67	\$10,374.00	45.27%
Port of San Diego	No Comparable Class				
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	No Comparable Class				
San Diego County Water Authority	No Comparable Class				
Santa Clara Valley Transportation Authority	No Comparable Class				
Southern California Association of Governments	No Comparable Class				
Total Matches			5		
Base Salary Medians (Min, Mid, Max)		\$7,141.34	\$8,757.67	\$10,374.00	28.92%
Base Salary Means (Min, Mid, Max)		\$6,612.82	\$8,551.80	\$10,490.77	124.02%
Percentage Needed to Reach LM Median*					
Percentage Needed to Reach LM Mean*		#DIV/0!	#NUM!	#DIV/0!	

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Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Senior Engineer

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Senior Engineer	\$7,497.00	\$9,558.50	\$11,620.00	55.00%
Alameda Contra Costa Transit District	No Comparable Class				
Cal Trans	Senior Transportation Engineer	\$9,766.00	\$10,994.50	\$12,223.00	25.16%
City of San Diego	Senior Civil Engineer	\$6,853.00	\$7,568.50	\$8,284.00	20.88%
County of San Diego	Senior Civil Engineer	\$8,569.60	\$9,553.27	\$10,536.93	22.96%
Los Angeles Metropolitan Transportation Authority	Senior Engineer	\$7,720.27	\$9,650.34	\$11,580.40	50.00%
Metropolitan Transportation Commission (MTC)	Senior Program Coordinator	\$9,129.78	\$10,354.27	\$11,578.75	26.82%
North County Transit District	No Comparable Class				
Orange County Transportation Authority	Civil Engineer Senior	\$7,141.34	\$8,757.67	\$10,374.00	45.27%
Port of San Diego	Senior Engineer	\$7,305.33	\$9,131.63	\$10,957.92	50.00%
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	No Comparable Class				
San Diego County Water Authority	Senior Engineer	\$9,961.64	\$11,679.46	\$13,397.28	34.49%
Santa Clara Valley Transportation Authority	Senior Transportation Engineer	\$10,669.38	\$11,818.43	\$12,967.48	21.54%
Southern California Association of Governments	No Comparable Class				
Total Matches			9		
Base Salary Medians (Min, Mid, Max)		\$8,569.60	\$9,650.34	\$11,578.75	26.82%
Base Salary Means (Min, Mid, Max)		\$8,568.48	\$9,945.34	\$11,322.20	33.01%
Percentage Needed to Reach LM Median*		14.31%	0.96%	-0.35%	
Percentage Needed to Reach LM Mean*		14.29%	4.05%	At Market	

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Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Senior Executive Assistant

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Senior Executive Assistant	\$5,328.00	\$6,793.00	\$8,258.00	54.99%
Alameda Contra Costa Transit District	Executive Administrative Assistant	\$6,075.25	\$6,662.88	\$7,250.50	19.34%
Cal Trans	No Comparable Class				
City of San Diego	No Comparable Class				
County of San Diego	No Comparable Class				
Los Angeles Metropolitan Transportation Authority	No Comparable Class				
Metropolitan Transportation Commission (MTC)	Executive Assistant III	\$7,536.53	\$8,547.93	\$9,559.33	26.84%
North County Transit District	No Comparable Class				
Orange County Transportation Authority	Executive Assistant III	\$5,174.00	\$6,343.14	\$7,512.27	45.19%
Port of San Diego	Executive Assistant II	\$4,455.83	\$5,458.38	\$6,460.92	45.00%
Sacramento Area Council of Governments	Executive Assistant	\$6,818.00	\$7,552.50	\$8,287.00	21.55%
San Diego County Regional Airport Authority	Executive Assistant	\$4,454.25	\$5,567.79	\$6,681.33	50.00%
San Diego County Water Authority	Executive Administrative Assistant	\$6,710.43	\$7,867.60	\$9,024.77	34.49%
Santa Clara Valley Transportation Authority	Executive Secretary	\$6,064.08	\$7,034.33	\$8,004.57	32.00%
Southern California Association of Governments	Executive Assistant	\$6,654.27	\$7,829.47	\$9,004.67	35.32%
Total Matches			9		
Base Salary Medians (Min, Mid, Max)		\$6,075.25	\$7,034.33	\$8,004.57	34.49%
Base Salary Means (Min, Mid, Max)		\$5,993.63	\$6,984.89	\$7,976.15	34.41%
Percentage Needed to Reach LM Median*		14.02%	3.55%	-3.07%	
Percentage Needed to Reach LM Mean*		12.49%	2.82%	At Market	

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Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Senior GIS Analyst

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Senior GIS Analyst	\$6,476.00	\$8,257.00	\$10,038.00	55.00%
Alameda Contra Costa Transit District	No Comparable Class				
Cal Trans	Research Data Specialist III (Multiple Departments)	\$6,876.00	\$7,813.00	\$8,800.00	28.92%
City of San Diego	Geographic Information Systems Analyst IV	\$5,957.00	\$6,587.50	\$7,218.00	21.17%
County of San Diego	Senior Geographic Information Systems Analyst	\$6,437.60	\$7,176.87	\$7,916.13	22.97%
Los Angeles Metropolitan Transportation Authority	No Comparable Class				
Metropolitan Transportation Commission (MTC)	GIS Coordinator	\$8,689.84	\$9,855.34	\$11,020.83	26.82%
North County Transit District	No Comparable Class				
Orange County Transportation Authority	GIS Analyst Senior	\$6,357.87	\$7,800.01	\$9,242.14	45.37%
Port of San Diego	No Comparable Class				
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	Senior Engineering Technician	\$5,019.50	\$6,274.42	\$7,529.33	50.00%
San Diego County Water Authority	Senior Information Systems Analyst (Multiple Departments)	\$8,175.96	\$9,585.86	\$10,995.75	34.49%
Santa Clara Valley Transportation Authority	No Comparable Class				
Southern California Association of Governments	No Comparable Class				
Total Matches			7		
Base Salary Medians (Min, Mid, Max)		\$6,437.60	\$7,800.01	\$8,800.00	28.92%
Base Salary Means (Min, Mid, Max)		\$6,780.54	\$7,870.43	\$8,960.31	32.82%
Percentage Needed to Reach LM Median*		-0.59%	-5.53%	-12.33%	
Percentage Needed to Reach LM Mean*		4.70%	At Market	At Market	

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Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Senior Information Systems Analyst

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Senior Information Systems Analyst	\$6,800.00	\$8,670.00	\$10,540.00	55.00%
Alameda Contra Costa Transit District	Senior Network/PC Analyst	\$7,321.75	\$8,032.34	\$8,742.92	19.41%
Cal Trans	Information Technology Specialist III	\$8,119.00	\$9,499.50	\$10,880.00	34.01%
City of San Diego	Information Systems Analyst IV	\$5,957.00	\$6,587.50	\$7,218.00	21.17%
County of San Diego	Senior IT Engineer	\$8,465.60	\$9,623.47	\$10,781.33	27.35%
Los Angeles Metropolitan Transportation Authority	Principal Departmental Systems Analyst	\$6,444.53	\$8,053.93	\$9,663.33	49.95%
Metropolitan Transportation Commission (MTC)	Senior Information Systems Specialist III	\$9,129.78	\$10,354.27	\$11,578.75	26.82%
North County Transit District	Senior Systems Engineer	\$6,093.00	\$8,166.00	\$10,239.00	68.05%
Orange County Transportation Authority	No Comparable Class				
Port of San Diego	IT Systems Engineer IV	\$8,401.08	\$10,501.38	\$12,601.67	50.00%
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	Senior Systems Support Analyst	\$6,057.50	\$7,877.13	\$9,696.75	60.08%
San Diego County Water Authority	Senior Information Systems Analyst (Multiple Departments)	\$8,175.96	\$9,585.86	\$10,995.75	34.49%
Santa Clara Valley Transportation Authority	Senior Information Systems Analyst	\$9,089.54	\$10,054.17	\$11,018.80	21.23%
Southern California Association of Governments	No Comparable Class				
Total Matches			11		
Base Salary Medians (Min, Mid, Max)		\$8,119.00	\$9,499.50	\$10,781.33	34.01%
Base Salary Means (Min, Mid, Max)		\$7,568.61	\$8,939.59	\$10,310.57	37.50%
Percentage Needed to Reach LM Median*		19.40%	9.57%	2.29%	
Percentage Needed to Reach LM Mean*		11.30%	3.11%	At Market	

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Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Senior Programmer Analyst

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Senior Programmer Analyst	\$7,140.00	\$9,103.50	\$11,067.00	55.00%
Alameda Contra Costa Transit District	No Comparable Class				
Cal Trans	No Comparable Class				
City of San Diego	No Comparable Class				
County of San Diego	No Comparable Class				
Los Angeles Metropolitan Transportation Authority	Senior Software Engineer (Multiple Departments)	\$7,039.07	\$8,797.54	\$10,556.00	49.96%
Metropolitan Transportation Commission (MTC)	Senior Information Systems Specialist III	\$9,129.78	\$10,354.27	\$11,578.75	26.82%
North County Transit District	No Comparable Class				
Orange County Transportation Authority	Programmer Analyst Senior	\$7,141.34	\$8,757.67	\$10,374.00	45.27%
Port of San Diego	Senior Business Systems Analyst	\$6,352.50	\$7,940.59	\$9,528.67	50.00%
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	Senior Applications Development Analyst	\$6,057.50	\$7,877.13	\$9,696.75	60.08%
San Diego County Water Authority	Senior Information Systems Analyst (Multiple Departments)	\$8,175.96	\$9,585.86	\$10,995.75	34.49%
Santa Clara Valley Transportation Authority	Senior Business Systems Analyst	\$9,089.54	\$10,054.17	\$11,018.80	21.23%
Southern California Association of Governments	Senior Programmer Analyst	\$9,023.73	\$10,377.47	\$11,731.20	30.00%
Total Matches			#		
Base Salary Medians (Min, Mid, Max)		\$7,658.65	\$9,191.70	\$10,775.88	39.88%
Base Salary Means (Min, Mid, Max)		\$7,751.18	\$9,218.08	\$10,684.99	39.73%
Percentage Needed to Reach LM Median*		7.26%	0.97%	-2.63%	
Percentage Needed to Reach LM Mean*		8.56%	1.26%	At Market	

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Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Senior Regional Planner

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Senior Regional Planner	\$6,476.00	\$8,257.00	\$10,038.00	55.00%
Alameda Contra Costa Transit District	No Comparable Class				
Cal Trans	Senior Transportation Planner	\$7,058.00	\$7,914.00	\$8,770.00	24.26%
City of San Diego	Senior Planner	\$6,738.00	\$7,442.50	\$8,147.00	20.91%
County of San Diego	Land Use/Environmental Planner III	\$7,124.00	\$7,936.94	\$8,749.87	22.82%
Los Angeles Metropolitan Transportation Authority	Principal Transportation Planner	\$7,039.07	\$8,797.54	\$10,556.00	49.96%
Metropolitan Transportation Commission (MTC)	Senior Planner/Analyst	\$9,129.78	\$10,354.27	\$11,578.75	26.82%
North County Transit District	No Comparable Class				
Orange County Transportation Authority	Transportation Analyst Senior	\$6,357.87	\$7,800.01	\$9,242.14	45.37%
Port of San Diego	Senior Planner	\$6,352.50	\$7,940.59	\$9,528.67	50.00%
Sacramento Area Council of Governments	Senior Analyst (Multiple Departments)	\$7,893.00	\$8,743.50	\$9,594.00	21.55%
San Diego County Regional Airport Authority	Senior Airport Planner	\$5,630.83	\$7,322.25	\$9,013.67	60.08%
San Diego County Water Authority	No Comparable Class				
Santa Clara Valley Transportation Authority	No Comparable Class				
Southern California Association of Governments	Senior Regional Planner	\$7,611.07	\$8,753.34	\$9,895.60	30.02%

Total Matches			10	
Base Salary Medians (Min, Mid, Max)	\$7,048.54	\$7,938.76	\$9,385.41	28.42%
Base Salary Means (Min, Mid, Max)	\$7,093.41	\$8,300.49	\$9,507.57	35.18%
Percentage Needed to Reach LM Median*	8.84%	-3.85%	-6.50%	
Percentage Needed to Reach LM Mean*	9.53%	0.53%	At Market	

*A positive number represents that the client's salary is below the Labor Market and needs the indicated percentage to reach Labor Market. A negative number means that the client's salary is above the Labor Market.

DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Senior Research Analyst

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Senior Research Analyst	\$6,476.00	\$8,257.00	\$10,038.00	55.00%
Alameda Contra Costa Transit District	No Comparable Class				
Cal Trans	Research Data Specialist II (Multiple Departments)	\$6,213.00	\$7,111.50	\$8,010.00	28.92%
City of San Diego	No Comparable Class				
County of San Diego	Principal Administrative Analyst	\$6,817.20	\$7,553.00	\$8,288.80	21.59%
Los Angeles Metropolitan Transportation Authority	No Comparable Class				
Metropolitan Transportation Commission (MTC)	No Comparable Class				
North County Transit District	Senior Project Analyst (Multiple Departments)	\$6,092.58	\$8,144.96	\$10,197.33	67.37%
Orange County Transportation Authority	Section Manager I - Data Analytics	\$6,357.87	\$7,800.01	\$9,242.14	45.37%
Port of San Diego	No Comparable Class				
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	No Comparable Class				
San Diego County Water Authority	No Comparable Class				
Santa Clara Valley Transportation Authority	No Comparable Class				
Southern California Association of Governments	No Comparable Class				
Total Matches			4		
Base Salary Medians (Min, Mid, Max)		\$6,285.44	\$7,676.50	\$8,765.47	37.14%
Base Salary Means (Min, Mid, Max)		\$6,370.16	\$7,652.37	\$8,934.57	40.81%
Percentage Needed to Reach LM Median*		-2.94%	-7.03%	-12.68%	
Percentage Needed to Reach LM Mean*		At Market	At Market	At Market	

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DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
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Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Senior Researcher and Modeler

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Senior Researcher and Modeler	\$7,140.00	\$9,103.50	\$11,067.00	55.00%
Alameda Contra Costa Transit District	No Comparable Class				
Cal Trans	Research Data Specialist III (Multiple Departments)	\$6,826.00	\$7,813.00	\$8,800.00	28.92%
City of San Diego	No Comparable Class				
County of San Diego	No Comparable Class				
Los Angeles Metropolitan Transportation Authority	No Comparable Class				
Metropolitan Transportation Commission (MTC)	Senior Systems Analyst III	\$9,129.78	\$10,354.27	\$11,578.75	26.82%
North County Transit District	No Comparable Class				
Orange County Transportation Authority	Transportation Modeling Analyst Senior	\$6,357.87	\$7,800.01	\$9,242.14	45.37%
Port of San Diego	No Comparable Class				
Sacramento Area Council of Governments	Senior Analyst (Multiple Departments)	\$7,893.00	\$8,743.50	\$9,594.00	21.55%
San Diego County Regional Airport Authority	No Comparable Class				
San Diego County Water Authority	No Comparable Class				
Santa Clara Valley Transportation Authority	Senior Transportation Planner - Modeling and Analysis	\$9,712.43	\$10,760.67	\$11,808.90	21.59%
Southern California Association of Governments	No Comparable Class				
Total Matches			5		
Base Salary Medians (Min, Mid, Max)		\$7,893.00	\$8,743.50	\$9,594.00	26.82%
Base Salary Means (Min, Mid, Max)		\$7,983.82	\$9,094.29	\$10,204.76	28.85%
Percentage Needed to Reach LM Median*		10.55%	-3.95%	-13.31%	
Percentage Needed to Reach LM Mean*		11.82%	At Market	At Market	

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DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
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Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Senior Software Engineer

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Senior Software Engineer		#NUM!		#DIV/0!
Alameda Contra Costa Transit District	No Comparable Class				
Cal Trans	No Comparable Class				
City of San Diego	No Comparable Class				
County of San Diego	No Comparable Class				
Los Angeles Metropolitan Transportation Authority	Senior Software Engineer (Multiple Departments)	\$7,039.07	\$8,797.54	\$10,556.00	49.96%
Metropolitan Transportation Commission (MTC)	Senior Information Systems Specialist III	\$9,129.78	\$10,354.27	\$11,578.75	26.82%
North County Transit District	No Comparable Class				
Orange County Transportation Authority	System Software Analyst Senior	\$8,023.60	\$9,820.20	\$11,616.80	44.78%
Port of San Diego	Senior Applications Developer	\$5,523.83	\$6,904.79	\$8,285.75	50.00%
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	No Comparable Class				
San Diego County Water Authority	No Comparable Class				
Santa Clara Valley Transportation Authority	Senior Programmer	\$9,089.54	\$10,054.17	\$11,018.80	21.23%
Southern California Association of Governments	Senior Systems Engineer	\$9,023.73	\$10,377.47	\$11,731.20	30.00%
Total Matches			6		
Base Salary Medians (Min, Mid, Max)		\$8,523.67	\$9,937.19	\$11,298.78	37.39%
Base Salary Means (Min, Mid, Max)		\$7,971.59	\$9,384.74	\$10,797.88	37.13%
Percentage Needed to Reach LM Median*					
Percentage Needed to Reach LM Mean*		#DIV/0!	#NUM!	#DIV/0!	

*A positive number represents that the client's salary is below the Labor Market and needs the Indicated percentage to reach Labor Market. A negative number means that the client's salary is above the Labor Market.

DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
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Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Strategic Communications, Director II

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
SANDAG	Strategic Communications, Director II	\$12,735.00	\$16,237.00	\$19,739.00	55.00%
Alameda Contra Costa Transit District	Executive Director of External Affairs, Marketing and Communications	\$15,555.58	\$17,385.63	\$19,215.67	23.53%
Cal Trans	Deputy Director, External Affairs/Communications	\$11,109.00	\$11,743.00	\$12,377.00	11.41%
City of San Diego	Communications Director	\$5,279.00	\$12,638.00	\$19,997.00	278.80%
County of San Diego	Director, County Communications	\$13,116.13	\$17,201.60	\$21,287.07	62.30%
Los Angeles Metropolitan Transportation Authority	Chief Communications Officer	\$14,960.40	\$18,700.94	\$22,441.47	50.01%
Metropolitan Transportation Commission (MTC)	Section Director, Legislation and Public Affairs	\$16,111.29	\$18,071.84	\$20,032.39	24.34%
North County Transit District	No Comparable Class				
Orange County Transportation Authority	No Comparable Class				
Port of San Diego	Director, Marketing and Communications	\$8,401.08	\$10,501.38	\$12,601.67	50.00%
Sacramento Area Council of Governments	No Comparable Class				
San Diego County Regional Airport Authority	Senior Director, External Relations	\$9,596.33	\$13,194.96	\$16,793.58	75.00%
San Diego County Water Authority	Director of Public Affairs	\$14,683.95	\$17,216.52	\$19,749.09	34.49%
Santa Clara Valley Transportation Authority	No Comparable Class				
Southern California Association of Governments	Director of Policy and Public Affairs	\$16,965.87	\$19,511.27	\$22,056.67	30.01%

Total Matches			10		
Base Salary Medians (Min, Mid, Max)		\$13,900.04	\$17,209.06	\$19,873.05	42.25%
Base Salary Means (Min, Mid, Max)		\$12,577.86	\$15,616.51	\$18,655.16	63.99%
Percentage Needed to Reach LM Median*		9.15%	5.99%	0.68%	
Percentage Needed to Reach LM Mean*		At Market	At Market	At Market	

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DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
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Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Appendix B: Salary Range Recommendations/New Pay Plan

**San Diego Association of Governments
FY 2022 CLASSIFICATION SALARY RANGE TABLE**

CLASS NO.	POSITION CLASSIFICATIONS	MONTHLY SALARY RANGES			ANNUAL SALARY RANGES		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
101	CLASS SALARY RANGE..... Assistant Intern Toll Plaza Attendant	\$2,600	\$3,185	\$3,770	\$31,200	\$38,220	\$45,240
102	CLASS SALARY RANGE.....	\$2,730	\$3,344	\$3,959	\$32,760	\$40,131	\$47,502
103	CLASS SALARY RANGE..... Customer Service Representative Landscape Maintenance Technician Office Services Specialist I Receptionist I	\$2,867	\$3,511	\$4,156	\$34,398	\$42,138	\$49,877
104	CLASS SALARY RANGE..... Accounting Specialist I	\$3,010	\$3,687	\$4,364	\$36,118	\$44,244	\$52,371
105	CLASS SALARY RANGE..... Office Services Specialist II Receptionist II	\$3,160	\$3,871	\$4,582	\$37,924	\$46,457	\$54,990
106	CLASS SALARY RANGE..... Accounting Specialist II Document Processing Specialist I	\$3,318	\$4,065	\$4,812	\$39,820	\$48,779	\$57,739
107	CLASS SALARY RANGE..... Customer Service Lead Landscape Maintenance Lead Office Services Specialist III Receptionist III Toll Operations Specialist I	\$3,484	\$4,268	\$5,052	\$41,811	\$51,218	\$60,626
108	CLASS SALARY RANGE..... Accounting Specialist III Administrative Office Specialist Document Processing Specialist II Toll Operations Specialist II	\$3,658	\$4,482	\$5,305	\$43,902	\$53,779	\$63,657
109	CLASS SALARY RANGE.....	\$3,841	\$4,706	\$5,570	\$46,097	\$56,468	\$66,840
110	CLASS SALARY RANGE..... Document Processing Specialist III Graphic Designer I Information Systems Specialist I Office Administrator*	\$4,033	\$4,941	\$5,849	\$48,401	\$59,292	\$70,182
111	CLASS SALARY RANGE..... Account Executive I Administrative Analyst I Business Analyst I Contracts and Procurement Analyst I Customer Service Supervisor Grants Program Analyst I	\$4,069	\$5,188	\$6,307	\$48,829	\$62,256	\$75,684

**San Diego Association of Governments
FY 2022 CLASSIFICATION SALARY RANGE TABLE**

CLASS NO.	POSITION CLASSIFICATIONS	MONTHLY SALARY RANGES			ANNUAL SALARY RANGES		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
112	CLASS SALARY RANGE.....	\$4,272	\$5,447	\$6,622	\$51,270	\$65,369	\$79,468
	Accountant I						
	Financial Analyst I						
	Graphic Designer II						
	Human Resources Analyst I						
	Information Systems Specialist II						
	Management Internal Auditor I						
	Marketing Analyst I						
	Public Communications Officer I						
	Toll Operations Supervisor						
113	CLASS SALARY RANGE.....	\$4,486	\$5,720	\$6,953	\$53,833	\$68,638	\$83,442
	Account Executive II						
	Administrative Analyst II						
	Business Analyst II						
	Contracts and Procurement Analyst II						
	Economic Research Analyst I						
	Executive Assistant I						
	Facilities/Maintenance Coordinator						
	Grants Program Analyst II						
	Government Relations Analyst I						
	Maintenance Field Technician						
	Regional Planner I						
	Research Analyst I						
114	CLASS SALARY RANGE.....	\$4,710	\$6,006	\$7,301	\$56,525	\$72,070	\$87,614
	Accountant II						
	Associate Graphic Designer						
	Financial Analyst II						
	Human Resources Analyst II						
	Information Systems Specialist III						
	Management Internal Auditor II						
	Marketing Analyst II						
	Public Communications Officer II						

**San Diego Association of Governments
FY 2022 CLASSIFICATION SALARY RANGE TABLE**

CLASS NO.	POSITION CLASSIFICATIONS	MONTHLY SALARY RANGES			ANNUAL SALARY RANGES		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
115	CLASS SALARY RANGE.....	\$4,946	\$6,306	\$7,666	\$59,351	\$75,673	\$91,995
	Associate Account Executive						
	Associate Administrative Analyst						
	Associate Business Analyst						
	Associate Contracts and Procurement Analyst						
	Associate Grants Program Analyst						
	Project Coordinator						
	Economic Research Analyst II						
	Engineer I						
	Executive Assistant II						
	GIS Analyst I						
	Government Relations Analyst II						
	Information Systems Analyst I						
	Landscape Maintenance Supervisor						
	Programmer Analyst I						
	Regional Planner II						
	Research Analyst II						
	Senior Maintenance Field Technician						
	Systems Engineer I						
	Technology Program Analyst I						
116	CLASS SALARY RANGE.....	\$5,193	\$6,621	\$8,050	\$62,319	\$79,457	\$96,594
	Associate Accountant						
	Associate Financial Analyst						
	Associate Human Resources Analyst						
	Associate Marketing Analyst						
	Associate Management Internal Auditor						
	Associate Public Communications Officer						
117	CLASS SALARY RANGE.....	\$5,453	\$6,952	\$8,452	\$65,435	\$83,429	\$101,424
	Associate Economic Research Analyst						
	Associate Government Relations Analyst						
	Associate Regional Planner						
	Associate Research Analyst						
	Business Services Supervisor						
	Clerk of the Board						
	Creative Services Supervisor						
	Data Scientist I						
	Engineer II						
	GIS Analyst II						
	Information Systems Analyst II						
	Programmer Analyst II						
	Researcher and Modeler I						
	Senior Executive Assistant						
	Software Engineer I						
	Systems Engineer II						
	Technology Program Analyst II						

**San Diego Association of Governments
FY 2022 CLASSIFICATION SALARY RANGE TABLE**

CLASS NO.	POSITION CLASSIFICATIONS	MONTHLY SALARY RANGES			ANNUAL SALARY RANGES		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
118	CLASS SALARY RANGE.....	\$5,726	\$7,300	\$8,875	\$68,707	\$87,601	\$106,495
119	CLASS SALARY RANGE.....	\$6,012	\$7,665	\$9,318	\$72,142	\$91,981	\$111,820
	Associate Information Systems Analyst						
	Associate GIS Analyst						
	Associate Technology Program Analyst						
	Data Scientist II						
	Maintenance and Facilities Supervisor						
	Researcher and Modeler II						
	Software Engineer II						
120	CLASS SALARY RANGE.....	\$6,312	\$8,048	\$9,784	\$75,749	\$96,580	\$117,411
	Associate Engineer						
	Associate Programmer Analyst						
	Associate Systems Engineer						
	Customer Service Manager						
	Senior Administrative Analyst						
	Senior Contracts and Procurement Analyst						
	Senior Grants Program Analyst						
	Senior Human Resources Analyst						
	Senior Marketing Analyst						
	Senior Public Communications Officer						
121	CLASS SALARY RANGE.....	\$6,628	\$8,451	\$10,273	\$79,537	\$101,409	\$123,282
	Borders Program Manager*						
	Legal Counsel I						
	Project Control Manager*						
	Senior Accountant						
	Senior Budget Program Analyst						
	Senior Business Analyst						
	Senior Economic Research Analyst						
	Senior Financial Programming and Project Control Analyst						
	Senior Government Relations Analyst						
	Senior Management Internal Auditor						
	Senior Regional Planner						
	Senior Research Analyst						
122	CLASS SALARY RANGE.....	\$6,959	\$8,873	\$10,787	\$83,513	\$106,479	\$129,446
	Associate Data Scientist						
	Associate Researcher and Modeler						
	Associate Software Engineer						
123	CLASS SALARY RANGE.....	\$7,307	\$9,317	\$11,326	\$87,689	\$111,803	\$135,918
	Capital Development Project Manager						
	Legal Counsel II						
	Senior GIS Analyst						
	Senior Information Systems Analyst						
	Senior Programmer Analyst						
	Senior Technology Program Analyst						

**San Diego Association of Governments
FY 2022 CLASSIFICATION SALARY RANGE TABLE**

CLASS NO.	POSITION CLASSIFICATIONS	MONTHLY SALARY RANGES			ANNUAL SALARY RANGES		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
124	CLASS SALARY RANGE..... Communications Manager Grants Program Manager Manager of Government Relations Operations Manager Principal Business Analyst Principal Economic Research Analyst Principal Human Resources Analyst Regional Planning Program Manager Principal Research Analyst Risk Program Manager Senior Engineer Senior Systems Engineer	\$7,673	\$9,783	\$11,893	\$92,073	\$117,394	\$142,714
125	CLASS SALARY RANGE..... Associate Legal Counsel Senior Data Scientist Senior Researcher and Modeler Senior Software Engineer	\$8,056	\$10,272	\$12,487	\$96,677	\$123,263	\$149,850
126	CLASS SALARY RANGE..... Project Development Program Manager	\$8,459	\$10,786	\$13,112	\$101,511	\$129,426	\$157,342
127	CLASS SALARY RANGE..... Finance Manager Manager of Business Administration and Operations Manager of Contracts and Procurement Manager of Financial Programming and Project Control Manager of Human Resources Manager of Regional Information Services Information Systems Manager Principal Data Scientist Principal Management Internal Auditor Principal Researcher and Modeler Principal Software Engineer Principal Technology Program Manager	\$8,882	\$11,325	\$13,767	\$106,587	\$135,898	\$165,209
128	CLASS SALARY RANGE..... Manager of Regional Models Principal Engineer	\$9,326	\$11,891	\$14,456	\$111,916	\$142,693	\$173,470
129	CLASS SALARY RANGE..... Senior Legal Counsel	\$9,793	\$12,486	\$15,179	\$117,512	\$149,827	\$182,143
130	CLASS SALARY RANGE.....	\$10,282	\$13,110	\$15,938	\$123,387	\$157,319	\$191,250
131	CLASS SALARY RANGE..... Director I ¹	\$10,796	\$13,765	\$16,734	\$129,557	\$165,185	\$200,813
132	CLASS SALARY RANGE.....	\$11,336	\$14,454	\$17,571	\$136,034	\$173,444	\$210,853

**San Diego Association of Governments
FY 2022 CLASSIFICATION SALARY RANGE TABLE**

CLASS NO.	POSITION CLASSIFICATIONS	MONTHLY SALARY RANGES			ANNUAL SALARY RANGES		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
133	CLASS SALARY RANGE..... Deputy General Counsel	\$11,903	\$15,176	\$18,450	\$142,836	\$182,116	\$221,396
134	CLASS SALARY RANGE.....	\$12,498	\$15,935	\$19,372	\$149,978	\$191,222	\$232,466
135	CLASS SALARY RANGE..... Director II ² Independent Performance Auditor	\$13,123	\$16,732	\$20,341	\$157,477	\$200,783	\$244,089
136	CLASS SALARY RANGE.....	\$13,779	\$17,569	\$21,358	\$165,351	\$210,822	\$256,294
137	CLASS SALARY RANGE.....	\$14,468	\$18,447	\$22,426	\$173,618	\$221,363	\$269,108
138	CLASS SALARY RANGE.....	\$15,192	\$19,369	\$23,547	\$182,299	\$232,431	\$282,564
139	CLASS SALARY RANGE..... Chief Capital Programs and Regional Services Officer Chief Data Analytics Officer Chief Financial Officer Chief Operations Officer Chief Planning and Innovation Officer Executive Strategic Advisor General Counsel	\$15,951	\$20,338	\$24,724	\$191,414	\$244,053	\$296,692
140	CLASS SALARY RANGE.....	\$16,749	\$21,355	\$25,961	\$200,985	\$256,256	\$311,526
141	CLASS SALARY RANGE.....	\$17,586	\$22,422	\$27,259	\$211,034	\$269,068	\$327,103
142	CLASS SALARY RANGE.....	\$18,465	\$23,543	\$28,621	\$221,586	\$282,522	\$343,458
143	CLASS SALARY RANGE.....	\$19,389	\$24,721	\$30,053	\$232,665	\$296,648	\$360,631
144	CLASS SALARY RANGE.....	\$20,358	\$25,957	\$31,555	\$244,298	\$311,480	\$378,662
145	CLASS SALARY RANGE.....	\$21,376	\$27,255	\$33,133	\$256,513	\$327,054	\$397,595
146	CLASS SALARY RANGE.....	\$22,445	\$28,617	\$34,790	\$269,339	\$343,407	\$417,475
147	CLASS SALARY RANGE..... Executive Director	\$23,567	\$30,048	\$36,529	\$282,806	\$360,577	\$438,349

* This is a grandfathered classification.

¹ Director I positions include:
 Director of ARJIS
 Director of Diversity and Equity
 Director of Government Relations
 Director of Integrated Transportation Planning
 Director of Mid-Coast Corridor
 Director of Mobility and Innovation
 Director of Strategic Projects

² Director II positions include:
 Director of Accounting and Finance
 Director of Business Information & Technology Services
 Director of Contracts and Grants
 Director of Data and Modeling
 Director of Engineering and Construction
 Director of Financial Planning and Budgeting
 Director of Organization Effectiveness
 Director of Regional Planning
 Director of Regional Transportation Services
 Director of Research and Program Management
 Director of Strategic Communications

This document was approved by the SANDAG Board of Directors on May 14, 2021.
 Effective date: June 21, 2021

September 24, 2021

Salaries and Compensation Audit Corrective Action Plan Reporting Results

Overview

In November 2020, the Board of Directors at the recommendation of the Audit Committee, approved a Corrective Action Plan (CAP) to address audit recommendations relating to the Salaries and Compensation Compliance Audit conducted by the Office of the Independent Performance Auditor. As part of OIPA's roles and responsibilities include quarterly reviews of all CAP's that resulted from an audit or review performed by the OIPA.

Action: **Information**

The Audit Committee is asked to comment on the progress and testing results of the CAP actions that have been taken this quarter.

Fiscal Impact:

None.

Schedule/Scope Impact:

FY 2022

Key Considerations

The CAP includes actions that management are to undertake in response to the recommendations noted in the audit. The OIPA's responsibility is to review the CAP on a quarterly basis for actions that are due based on time commitments provided by management at the time the CAP was approved in November 2020 and perform a review of the actions taken. The review consists of vouching that the time commitment was accomplished, the outputs or outcomes (e.g., policies, procedures, tracking sheets, system controls, or other tangible outputs) are reviewed and findings are addressed. Enclosed please find the report that details the CAP action steps and OIPA's testing results for the 11 action items due this quarter.

Next Step

The OIPA will continue to work with Management proactively and collaboratively as the CAP items are completed. The next quarterly review for this CAP is due on September 30, 2021, with the results reported to the Audit Committee on the November meeting. This report will be presented to the Board of Directors in October and posted to the OIPA website.

Mary Khoshmashrab, Independent Performance Auditor

Key Staff Contact: Mary Khoshmashrab, (619) 595-5323, mary.khoshmashrab@sandag.org

Attachment: 1. Corrective Action Report Results - 11 items as of June 30, 2021



THE OFFICE OF THE INDEPENDENT PERFORMANCE AUDITOR

September 24, 2021

Chair Zito,
SANDAG Audit Committee

Dear Chair Zito:

Subject: Testing Results on Corrective Action Plan – Salary and Compensation Performance and Compliance Audit Items due as of June 30, 2021

Background

The SANDAG Office of the Independent Performance Auditor (OIPA) completed a Salaries and Compensation Performance and Compliance Audit (audit) in August 2020. In November 2020, the Board of Directors at the recommendation of the Audit Committee, approved a Corrective Action Plan (CAP) to address audit recommendations relating to the Salaries and Compensation Compliance Audit conducted by the Office of the Independent Performance Auditor. As part of the OIPA's roles and responsibilities, quarterly reviews are performed on all CAP's that resulted in an audit finding.

Objective

The objective of this review on 11 items this quarter is to ensure that the Corrective Action Plan items approved by the Board of Directors have been implemented and are consistently followed and to ensure that the finding identified in the audit has been corrected.

As stated by Management, 10 actions from the CAP were due to be completed in the second quarter of 2021 with an additional one item that was completed early. All eleven including *Action IV.1 – Board approval of a Special Compensation policy* that was postponed has been completed. However, additional testing for one item will be performed in October and again in December regarding supporting documentation on salary increases and lump sum performance bonuses. Two reviews will be performed, the first will be on FY21 salary and lump sum performance bonuses and the next once FY22 salary adjustments have been completed.

The Corrective Action Plan includes actions that management are to undertake in response to the recommendations noted in the audit. The OIPA's responsibility is to review the CAP on a quarterly basis for actions that are due based on time commitments that were provided by management on the CAP that was approved in November 2020.

The review consists of applying the following actions:

1. Vouching that the time commitment was accomplished.
2. Testing the outcomes/ outputs (e.g. policies, procedures, tracking sheets, system controls, or other tangible outputs) exists, are reviewed and to ensure that the matter addresses specific findings and the related causes and effects; and
3. that testing is performed on items to ensure that the actions have been successfully implemented, enforced, are sufficiently documented, and that it has corrected the matter in an

efficient and effective manner.

It is important to note that testing on a quarterly basis is not the only involvement the OIPA has in the implementation of the CAP and board approved action items. The OIPA and Management are working proactively and collaboratively on a continuous basis to ensure the success of the CAP implementation.

This review of 11 action items was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants.

This Agreed Upon Procedures does not constitute an audit, and we do not express an opinion on the specified elements, accounts, or items. In addition, we have no obligation to perform any procedures beyond those listed in the report that were designed to address the action items. request.

Action Items and Results

The procedures performed and the results are as follows:

Action Item I:

Recommendation I. To ensure that SANDAG's Board properly governs and develops a system of internal controls over salaries, compensation, and benefits:

I.1. Update Bylaws and Board Policy No. 017 (Delegation of Authority) to define the Executive Director's scope of responsibility regarding creating and maintaining the SANDAG Employee Handbook. Due 6/30/2021

OIPA Results – Reviewed the SANDAG Bylaws in referenced section to ensure the Executive Directors scope of responsibility includes the ability to make changes to the SANDAG Employee Handbook without Board approval but provided to the Board on an annual basis. Item sufficiently completed and matter closed.

I.2. Update Bylaws and Board policies to document the relationship between the Bylaws, Board policies, and Employee Handbook, and clarify the Executive Director's responsibilities regarding personnel administration. Due 6/30/2021

OIPA Results – Auditors reviewed SANDAG's revised Board Policy No. 017 that was approved by the Board on June 11, 2021 to verify that appropriate language has been added that provides the Executive Director delegated authority regarding various personnel actions without gaining board approval. Also, the auditor verified that there is sufficient language linking Bylaws to Board Policy and to the Employee Handbook as it relates to personnel matters. Furthermore, the auditors verified that on June 25, 2021, Agenda Item 14A, the Board ratified the employment decisions made by the Executive Director regarding salary increases and promotions that were subject to the audit. Item sufficiently completed and matter closed.

Action Item II:

Recommendation II. To ensure that management cannot approve termination payments that exceed the amounts set forth in Board policies and rules and regulations:

II.2. Develop an administrative policy related to separation/ termination pay; Update Bylaws and Board policies pertaining to setting and reporting any future severance payments to the Board. Due 6/30/2021

OIPA Results – Auditors reviewed SANDAG’s revised Board Policy No. 017 and SANDAG Bylaws that were approved by the Board on June 11, 2021 to verify that appropriate language has been added that provides the Executive Director delegated authority regarding various personnel actions without gaining board approval. Item sufficiently completed and matter closed.

Action Item III:

Recommendation III. To ensure that management and Board members cannot approve salary increases and large dollar payouts without justification:

III.3. Update Bylaws and Board policies to clarify the authority of Board leadership, as well as reporting protocol, for actions related to compensation. Due 6/30/2021.

OIPA Results – Auditors reviewed SANDAG’s revised Board Policy No. 001 Section 3.1.15 that was approved by the Board on June 11, 2021 to verify that appropriate language has been added that provides, with written concurrence by the Chair and Vice Chair, the ability to address time sensitive matters, when due diligence has been exercised to gain a quorum with the Executive Committee, for the Chair to act on behalf of the Executive Committee. The Chair must report the action taken on at the next Committee meeting. Item sufficiently completed and matter closed.

Action Item IV:

Recommendation IV. To ensure that SANDAG’s Board is properly informed of SANDAG business and information is presented clearly, accurately, and timely:

IV.1. Seek Board approval of a resolution defining special compensation; Update the Employee Handbook regarding items of special compensation. Org Due 2/28/2021 Postponed 6/30/2021

OIPA Results – Auditors reviewed SANDAG’s FY 2022 Special Compensation Table that was approved by the Board on May 14, 2021 to verify that language had been included regarding conditions for Lump Sum Merit Pay and treatment under CalPERS. Furthermore, auditors reviewed SANDAG’s Employee Handbook that was approved by the Board on June 11, 2021 to determine if appropriate language had been included regarding Special Compensation, specifically Section 6.10 and 7.13. Moreover, the auditors verified that the policy was posted on the SANDAG website and on the SANDAG employee Intranet site. Item partly and sufficiently completed. Additional testing will be performed in October (FY21) and December (FY22) and reported to the Audit Committee and Board of Directors.

Additional Testing: Testing will consist of data analytics that compare actual percentages of ALL

employee's salary increases and lump sum performance bonuses to determine if percentage increases are consistent and within reasonable ranges. Additionally, random and judgmental sampling will be performed to ensure that sufficient documentation exists to justify salary adjustments, lump sum bonuses, and for employee that did not receive adjustments.

IV.2. Develop an administrative policy related to approval of salary range and special compensation tables by the Board. Due 6/30/2021

OIPA Results – Auditors reviewed the Special Compensation Policy that includes language based on guidance provided by CalPERS. According to SANDAG Management the Special Compensation Policy is not required to be separately agendized and therefore may be included as part of the Annual Proposed Budget and Final Budget Approval process. Also, auditors reviewed the provided Acknowledgements forms that were signed by the Executive Director, Senior Executive Team, and Manager of Human Resources that confirms their understanding of the Special Compensation Policy. Item sufficiently completed and matter closed.

IV.3. Strengthen practices related to budgeting, reporting, and communication of salary and benefits information to the Board. Due 6/30/2021

OIPA Results – Auditors reviewed two excel files of data provided by management titled FY2022 Budget- Cost of Compensation Adjustment Pools- April 21 and Final FY2022 Budget – Personnel Cost Summary – With HR Notes- April 21, and referenced oral presentation made to the Board on March 26 that provided additional and sufficient detail.

The documents address the CAP items and resolves the open item, however the OIPA recommends a more user-friendly methodology that may include a simplified flowchart of all employees and where they fit in the organization, by title and/or salary. Additional color coating can be provided that shows a continued and permanent position (FT/PT/LT) and newly added or proposed positions and where these positions would reside should the Board approve. This provides transparency, is easy to follow, and does not get lost in translation of dollars, benefits, and related percentages and risk overwhelming members with limited staff. Lastly, for future reference, auditors recommend that SANDAG Management provide written documentation that supports oral presentations that are presented to the Board. Item sufficiently completed and matter closed with an OIPA recommendation.

OIPA Follow-up Recommendation: OIPA extends an invitation to management to provide guidance in creating a more user-friendly document to present to the board. A dashboard type document to add as a summary that compliments the detail that SANDAG Management successfully provided.

IV.4. Strengthen practices related to preparation and communication of the annual compensation adjustment pool recommended to the Board. Due 6/30/2021

OIPA Results – Similar to IV.3, auditors reviewed two excel files of data provided by management titled FY2022 Budget- Cost of Compensation Adjustment Pools- April21 and Final FY2022 Budget –

Personnel Cost Summary – With HR Notes- April 21, Item 14, Attachment 8 and Item 12, Attachment 4 of the March 26 and May 14 Board Agenda that provided additional support and sufficient detail.

The documents address the CAP items and resolves the open item, however the OIPA recommends a more user-friendly methodology that might include a simplified flowchart of all employees and where they fit in the organization, by title and/or salary. Additional color coating can be provided that shows a continued and permanent position (FT/PT/LT) and newly added or proposed positions and where these positions would reside should the Board approve. This provides transparency, easy to follow, and does not get lost in translation of dollars, benefits, and related percentages and risk overwhelming members with limited staff. Lastly, for future reference, auditors recommend that SANDAG Management provide written documentation that supports oral presentations that are presented to the Board. Item sufficiently completed and matter closed with an OIPA recommendation.

OIPA Follow-up Recommendation: OIPA extends an invitation to management to provide guidance in creating a more user-friendly document to present to the board. A dashboard type document to add as a summary that compliments the detail that SANDAG Management successfully provided.

IV.6. Employee acknowledgement of an administrative policy related to approval of salary range and special compensation tables by the Board (Action IV.2).

OIPA Results – Auditors reviewed the Special Compensation Policy that includes language based on guidance provided by CalPERS. According to SANDAG Management the Special Compensation Policy is not required to be separately agendaized and therefore may be included as part of the Annual Proposed Budget and Final Budget Approval process. Also, auditors reviewed the provided Acknowledgements forms that were signed by the Executive Director, Senior Executive Team, and Manager of Human Resources that confirms their understanding of the Special Compensation Policy. Item sufficiently completed and matter closed. It should be noted that SANDAG management successfully accomplished this task six months early.

Action Item VI:

Recommendation VI. To ensure adequate controls over approvals over performance incentives and special compensation:

VI.1. Present a special compensation table to the Board for approval.

OIPA Results – Similar to item IV.1 support provided to the auditor consisted of the same documents. Auditors reviewed SANDAG's FY 2022 Special Compensation Table that was approved by the Board on May 14, 2021 to verify that language had been included regarding conditions for Lump Sum Merit Pay and treatment under CalPERS. Furthermore, auditors reviewed SANDAG's Employee Handbook that was approved by the Board on June 11, 2021 to determine if appropriate language had been included regarding Special Compensation, specifically Section 6.10 and 7.13. Item sufficiently completed and matter closed.

Action Item VIII:

Recommendation VIII. To ensure justification and approval of number of executive team members and associated salaries:

VIII.4. Complete a salary range study to determine market rates for agency benchmark positions, including newly defined management positions.

OIPA Results – Auditors reviewed the Salary Range Study Report that was performed by CPS HR Consulting and determined that the report appears to be sufficient and includes a large range of SANDAG positions. However, auditors cannot attest to the accuracy or completeness of the survey, as the survey content provided, including the selected agencies used as comparable public agencies and the data presented were not reviewed or audited. However, auditors did review the completed report and determined that the flow of information and the methodology applied was sufficient. Item sufficiently completed and matter closed.

The OIPA would like to thank the Executive Director, Hasan Ikhata and SANDAG management and staff for their professionalism, responsiveness, and cooperation during this inquiry.

If you have additional questions, please contact me at (619) 595-5323 or mary.khoshmashrab@sandag.org.

Respectfully,



MARY E. KHOSHMAHRAB, MSBA, CPA
Independent Performance Auditor
Office of the Independent Performance Auditor
SANDAG

cc: Members of the Board of Directors (SANDAG)
Members of the Audit Committee (SANDAG)
Hasan Ikhata, Executive Director (SANDAG)
Jhon Kirk General Counsel (SANDAG)
Andre Douzdjian Chief Financial Officer
Senior Executive Team (SANDAG)
Rachel Nycholat Manager Human Resources
OIPA Files
OIPA website

September 24, 2021

Matters to be Communicated in Accordance with Auditing Standards

Overview

The independent certified public accounting firm of Crowe LLP will perform the SANDAG annual financial audit for the fiscal year ending June 30, 2021 (FY 2021). Professional auditing standards require that as part of an audit, and in compliance with the Statement of Auditing Standards (SAS) No. 114, the auditor is required to communicate certain matters to the governing body.

Discussion

Crowe LLP has provided a SAS 114 letter (Attachment 1), which includes certain matters related to the financial statements of SANDAG and its related entities. SANDAG related entities include two blended component units: San Diego County Regional Transportation Commission and SourcePoint; and the Automated Regional Justice Information System, a discretely presented component unit.

The principal purpose of this requirement is to clearly communicate responsibilities of the auditor in relation to the financial statement audit, provide an overview of the scope and timing of the audit, to obtain information relevant to the audit, and to provide timely observations arising from the audit that are relevant to those charged with governance responsibilities in overseeing the financial reporting process. Upon completion of the audit, and in accordance with SAS No. 114, the auditor also should communicate any significant findings with those charged with governance.

Next Steps

Based on the planned timing of the audit, the FY 2021 Comprehensive Annual Financial Report is scheduled for issuance in mid-December. The report and any required auditor communication are anticipated for presentation to the Audit Committee and Board of Directors in March 2022.

André Douzdjian, Director of Finance

Key Staff Contact: André Douzdjian, (619) 699-6931, andre.douzdjian@sandag.org
Yen Ho, (619) 699-1942, yen.ho@sandag.org

Attachment: 1. FY 2021 Audit Communications Letter

Action: **Information**

An overview of the FY 2021 SANDAG Financial Audit Plan will be presented.

Fiscal Impact:

The Crowe LLP agreement annual cost was negotiated at the time of procurement. The \$227,920 annual cost is funded from federal, state, *TransNet*, toll, member assessment, and other revenues.

Schedule/Scope Impact:

FY21 interim audit was performed in June 2021. The year-end audit will start on October 2021.



Crowe LLP
Independent Member Crowe Global

Audit Committee
San Diego Association of Governments
San Diego, California

Professional standards require that we communicate certain matters to keep you adequately informed about matters related to the financial statement audits of the San Diego Association of Governments and its related entities (collectively "SANDAG") for which we have been engaged that are, in our professional judgment, significant and relevant to your responsibilities in overseeing the financial reporting process. We communicate such matters in this report.

AUDITOR'S RESPONSIBILITY UNDER AUDITING STANDARDS GENERALLY ACCEPTED IN THE UNITED STATES OF AMERICA

Our responsibility is to form and express an opinion about whether the financial statements that have been prepared by management with your oversight are presented fairly, in all material respects, in conformity with accounting principles generally accepted in the United States of America. The audits of the financial statements do not relieve you of your responsibilities and do not relieve management of their responsibilities. Refer to our engagement letter with SANDAG for further information on the responsibilities of management and of Crowe LLP.

AUDITOR'S RESPONSIBILITY UNDER GOVERNMENT AUDITING STANDARDS

As part of obtaining reasonable assurance about whether SANDAG's financial statements are free of material misstatement, we will perform tests of SANDAG's compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts or disclosures. However, providing an opinion on compliance with those provisions is not an objective of our audit, and accordingly, we will not express such an opinion.

PLANNED SCOPE OF THE AUDIT

We are to communicate an overview of the planned scope and timing of the audit. Accordingly, the following matters will be discussed during our meeting with you.

- How we addressed the significant risks of material misstatement, whether due to fraud or error.
- Our approach to internal control relevant to the audit.
- The concept of materiality in planning and executing the audit, focusing on the factors considered rather than on specific thresholds or amounts.
- Where the entity has an internal audit function, the extent to which the auditor used the work of internal audit, and how the external and internal auditors best work together.

- Your views and knowledge about matters you consider warrant our attention during the audit, as well as your views on:
 - The allocation of responsibilities between you and management.
 - The entity's objectives and strategies, and the related business risks that may result in material misstatements.
 - Significant communications with regulators.
 - Other matters you believe are relevant to the audit of the financial statements.

TIMING OF THE AUDIT

We began our interim audit procedures in June 2021. We plan to begin our year-end audit procedures for SANDAG in October 2021. We began audit planning and procedures for the TDA recipients in August 2021.

ACCOUNTING AND AUDITING DEVELOPMENTS

Recently Issued and Effective Accounting Standards: The following accounting guidance has been recently issued and is effective this year. While this is not a complete list of all recently issued and effective standards, we believe the following are some of the more applicable relevant standards.

Accounting Standard	Impact of Adoption
<p>GASB Statement No. 84, “Fiduciary Activities” This Statement was issued to improve guidance regarding the identification of fiduciary activities for accounting and financial reporting purposes and how those activities should be reported. This Statement establishes criteria for identifying fiduciary activities of all state and local governments.</p>	<p>Upon adoption of this Statement, SANDAG may be required to record certain activities as fiduciary activities in its financial statements.</p>

REQUIRED COMMUNICATIONS

We are responsible for communicating evidence that fraud may exist; thus, when we have determined that there is evidence that fraud may exist, that matter will be brought to the attention of an appropriate level of management. We will also communicate certain matters related to the conduct of the audit to those charged with governance, including (1) fraud involving senior management, and fraud (whether caused by senior management or other employees) that causes a material misstatement of the financial statements, (2) illegal acts that come to our attention (unless they are clearly inconsequential) (3) disagreements with management and other significant difficulties encountered in performing the audit and (4) various matters related to SANDAG’s accounting policies and financial statements. Our engagement is not designed to address legal or regulatory matters, which matters should be discussed by you with your legal counsel.

Professional auditing standards also require that we perform inquiries with those charged with governance surrounding matters that may impact our risk assessment, including the below examples.

- Weaknesses in internal control activities;
- Inappropriate tone at the top regarding fraudulent activity;
- Known, alleged, or suspected fraud;
- Oversight activities that do not mitigate risks of fraud;
- Tips or complaints regarding SANDAG's financial reporting (including those received through the internal whistleblower program, if such program exists);
- Actual or possible violations of laws or regulations that might affect the audit; and
- Matters related to risk of material misstatement of the financial statements or that are otherwise significant to financial reporting that you feel warrant particular attention during the audit.

Any instances of the above matters can be communicated to Kathy Lai at Kathy.Lai@crowe.com.

We are pleased to serve SANDAG as its independent auditors and look forward to our continued relationship. We provide the above information to assist you in performing your oversight responsibilities, and would be pleased to discuss this letter or any matters further, should you desire. This letter is intended solely for the information and use of the Audit Committee and, if appropriate, management, and is not intended to be and should not be used by anyone other than these specified parties.



Crowe LLP

Costa Mesa, California
September 24, 2021